This is the proposal submitted to Amazon in response to its 2017 RFP for HQ2, with minor modifications to reflect the final project scope and exclude proprietary information about sites. State and/or local incentives and transportation projects in the document are contingent upon the appropriate state and/or local approvals.

### Innovation lives here.

NORTHERN VIRGINIA

AMAZON HQ2 SUBMISSION

### Northern Virginia

North America's top producer of tech talent

A global and inclusive region...on a human scale

America's only metro leading public and private sector innovation

A stable and competitive partner with a legacy of exceptional governance

A portfolio of trophy sites ready to match the scope, speed, and scale of HQ2

A new model of economic development for the 21st century



### The Case for Northern Virginia

A company of pioneers, Amazon has positioned itself on a growth trajectory for decades to come. Your success as a company has gone hand-in-hand with your commitment to technological innovation, community empowerment, and environmental sustainability. As a region, Northern Virginia (NOVA) understands your story – it mirrors both our history and vision for the future, as our region has blossomed into an economic powerhouse. In NOVA, you will find not just a fertile base for growth, but an engaged and trusted partner.

Over the last two decades, NOVA – including Alexandria, Arlington, Fairfax, and Loudoun counties – has undergone a transformation. What once was a region defined by proximity to Washington, D.C., we are now a thriving destination comprised of bustling mixed-used developments; 11 Fortune 500 companies; hundreds of top technology firms; a top five talent base; a hub of innovators, entrepreneurs, and investors; diverse cultural amenities; and one of the friendliest business climates in the U.S. As a gateway to the world, we lead in global and local connectivity. NOVA is one of only three regions in the country that has two top 30 airports, while also home to a top five transit system and one of the most innovative road systems in the country.

NOVA offers the best of all worlds, from the cobblestone streets of Alexandria, one of America's oldest cities, to thriving new mixed-used urban centers like Reston in Fairfax County; to bustling neighborhoods of millennials in Arlington; to the extremely high quality of life in suburbs, like Leesburg, with access to Loudoun County's sustainable farms and vibrant wine region. Washington, D.C. is just a short Metro trip away, with access to historic neighborhoods like Dupont Circle, Georgetown, and Capitol Hill, as well as rapidly developing areas like Shaw, Bloomingdale, and the Southwest Waterfront. Across the board, there is not a metropolitan area elsewhere that offers such an incredible diversity of living options.

We are steeped in history and growth, balancing deep roots of civic engagement with a region positioned at the cutting edge of innovation and technology. Our communities are multicultural, international, and increasingly led by immigrants, people of color, and women. With a deep bench of talent, a committed set of leading educational partners, an attractive regulatory and tax environment, and a proud tradition of stable political leadership, NOVA and the greater Washington, D.C. area provide the ideal setting for Amazon's HQ2.

#### As a partner to Amazon, we bring several distinctive, high-impact assets to the table:

- North America's top producer of tech talent. We are the country's most educated region (~49% of those 25 and older have at least a bachelor's degree), and we produce more computer science graduates than any other metropolitan area. We also have a ready base of talent as the country's third-largest pool of software developers and fourth-largest pool of management and legal professionals. The combination of depth, concentration, and growth of talent available in the Washington, D.C. metro area, with additional talent production from Virginia's nationally leading higher education system, will ensure we maintain our edge with access to the best and brightest.
- A global and inclusive region... We are a global power center, the capital of global democracy, and one of the country's most racially, ethnically, and internationally diverse regions. Women are twice as likely, and African Americans five times as likely, to work in the technology sector in NOVA than in Silicon Valley. Approximately one in four of our residents was born outside the United States, and the children in our schools speak ~100 native languages. Our communities are ranked among the most LGBTQ-friendly nationwide, and diversity is one of our core strengths.
- ...on a human scale. NOVA offers something for everyone, with access to some of the country's most interesting cultural and historical sites, sports teams in all major leagues, and a dynamic food and wine scene. We are home to a broad range of outdoor activities, from kayaking on the Potomac to hiking in the nearby Shenandoah National Park, all as part of our mild four-season climate. We are also a set of tight-knit communities, offering a diversity of housing options, some of the country's top-ranked public schools, and one of the country's top-rated public transit systems.

- America's only metro leading public and private sector innovation. Innovation
  is our lifeblood. Our legacy of transformative technologies transcends sectors, from
  the Defense Advanced Research Projects Agency's (DARPA) role in inventing the
  Internet and voice-recognition systems; to our public/private collaboration to create
  more than 70 miles of automated corridors for connected and autonomous vehicle
  testing; to our history as the foundation of the telecom revolution and our current
  depth of technology companies our region sits uniquely at the nexus of public and
  private innovation. As the home to the federal government, we provide access to the
  largest customer in the world and the regulator overseeing Amazon's businesses of
  today and tomorrow.
- A stable and competitive partner with a legacy of exceptional governance.
   Virginia is consistently rated among the best states to do business in leading publications. Of all of the Fortune 500 companies based in the greater D.C. area, two-thirds have chosen to locate in NOVA. According to U.S. News & World Report, Virginia is the No. 2 best state for governance, considering fiscal stability, budget transparency, and state integrity
- A portfolio of trophy sites ready to match the scope, speed, and scale of HQ2. Our proposed sites are a diverse and complementary set of options—Capital View: A set of skyscrapers perched atop the Potomac River with views of the national monuments, Innovation Station. A 338-acre greenfield site catty-corner to Washington Dulles airport; Alexandria. an urban site steps from historic Old Town Alexandria; and National Landing: 15 million square feet of development potential at the crossroads of Arlington and Alexandria's corporate district. Each site provides a compelling vision for your next home: a walk, bike, or Metro ride away from Washington, D.C. and NOVA's vibrant communities.





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### Talent

### North America's top producer of tech talent

HQ2 is going to require a broad and deep bench of talent given the company's diverse human capital needs. Northern Virginia (NOVA) offers access to an unparalleled talent base with the depth, breadth, and concentration of talent needed for the company to hire and develop as your needs evolve. We produce more computer science graduates than any other metropolitan region on the continent. As part of the Commonwealth of Virginia, we offer access to our leading public education system. We are also putting forward a commitment to grow and strengthen our talent base to help you meet your talent needs as they change over time.

Workforce

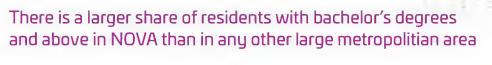
### We've got a nerd herd

"Nestlé USA carefully considered a number of locations, and Arlington hits all the marks. The area offers appealing benefits for our current employees, as well as a great talent pool for the future. This location allows us to be closer to our business operations, our customers, and other important stakeholders."

- Paul Grimwood, Chairman & CEO, Nestlé USA\*
  - \*which announced its corporate relocation from California to NOVA in February 2017

### An exceptional talent pool

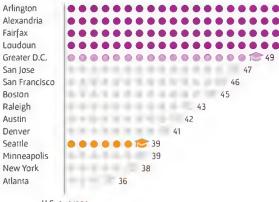
NOVA has a strong technical and business workforce capable of meeting Amazon's diverse human resource needs. Nearly half (~49%) of the Washington, D.C. metro area has a bachelor's degree or higher, making it the most highly educated metropolitan statistical area (MSA) in the country. Our counties in NOVA boast even higher average levels of education, and the trend is only continuing. According to Bloomberg's Brain Concentration Index, the greater Washington, D.C. area is the nation's fifth-ranked area for a growing concentration of educated talent and the only region in the top five on the East Coast.



HONOVACOM 13

Level of educational attainment

Percent with a bachelor's degree or higher (%)



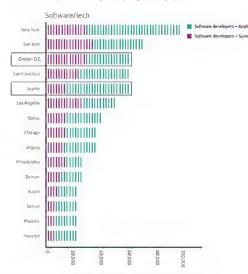
U.S. average

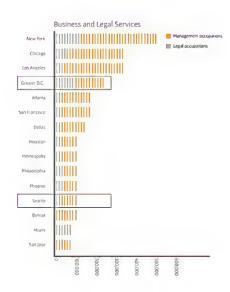


### The greater D.C. area has one of the highest concentrations of software, business, and legal talent across the country

#### Current employment in key fields of interest

Number of currently employed, by field





Source: Bureau of Labor Statistics, Occupational Employment Statistics Survey, 2016



NOVA is a fast-growing hub for young professionals. Arlington and Alexandria are consistently ranked among the places with the fastest-growing millennial populations. In fact, these counties ranked No. 1 and No. 2 respectively, for the largest increases in millennials across more than 1,800 jurisdictions nationwide between 2007 and 2013. Fairfax County also has more than 200,000 members of Gen Y in its population.

### A global and diverse talent hub

International diversity is the lifeblood of our region. As one of the world's great multicultural regions, greater Washington, D.C. is home to one of the most robust pools of international talent nationwide. Between 2010 and 2016, the area saw the fourth-largest growth in international population in the U.S., trailing only New York, Miami, and Los Angeles.

"We have access to some of the best talent in the world – unique access to support a global company. We are a high-tech company, [and] it boils down to the fact that we can get great people to work for us. Our unique benefits and workspace, combined with all the benefits of residing in Fairfax County, make it easier to attract and retain great members of Team Carfax."

- Dick Rainse, CEO, Carfax, Inc.





### A talented population and strong value

Higher wages follow higher quality talent, and wages are competitive in NOVA. Yet, wage rates for the Washington, D.C. area are lower than those of many other regions with similar levels and quality of talent, such as Silicon Valley, Seattle, Boston, and New York. Our software developers earn an annual average of \$114,000, 7% lower than their counterparts in San Francisco and 14% lower than their counterparts in Seattle and San Jose.

### Wages and employment levels in greater Washington, D.C. and Seattle, Washington

Job Category	Annual median salary - D.C. (2016)	Annual median salary - Seattle (2016)	Total employment - D.C. (2016)	Total employment - Seattle (2016)
Chief Executives	\$ 208 000	\$ 205.070	6,330	3,490
Lawyers	\$ 157,970	\$ 136.280	44,370	14,790
Management Occupations	\$ 130,980	\$ 131,490	234 800	103,510
Software Oevelopers, Systems Software	\$ 119 030	\$ 116610	27,400	12,470
Software Oevelopers, Applications	\$ 113,030	\$ 131 740	31,410	45,990
Accountants and Auditors	\$ 82 700	\$ 74 300	40,980	19,340
Office and Administrative Support Occupations	\$ 40,330	\$ 42 360	408.880	262,120

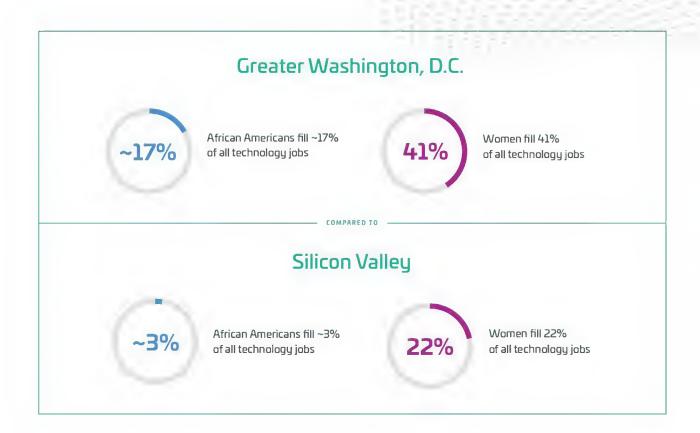
Source: Bureau of Labor Statistics, Occupational Employment Statistics Survey, 2016





"This region has seen an insurgence of innovation and entrepreneurship over the past decade, and it continues to grow. As the founder of a company whose biggest asset is entrepreneurs themselves, we have been able to thrive and grow our company here."

Andrew Cheng, CEO/Founder, Eastern Foundry



## A culture of innovation and entrepreneurship

In recent years, greater Washington, D.C. has emerged as a top region for technology entrepreneurship. In 2013, Forbes described Washington, D.C. as the country's "No. 1 new tech hot spot." The greater Washington, D.C. area now claims more than 1,000 startups and five of the top 100 investors in startup technology and biotechnology companies, according to entrepreneur.com. The region is the sixth-largest metropolitan area for venture capital investment (trailing only Boston and New York outside the West Coast). Though often thought of as having a technology sector built primarily on IT government contracting, greater D.C.'s growth in startups, venture capital, and the number of accelerators and incubators is evidence of a rapidly diversifying technology economy.

Given the mission-driven ethos of the broader Washington, D.C. region, we are also home to a strong and growing ecosystem for social entrepreneurs. According to a 2016 report co-sponsored by Capital One and Halcyon Incubator, the greater Washington, D.C. area was ranked as the No. 1 social enterprise ecosystem in the U.S.



## Working with Northern Virginia's veterans

The greater Washington, D.C. area is home to nearly 210,000 employmentage veterans, making it the metropolitan area with the largest number of veterans in the labor force nationwide. Many veterans enter the civilian workforce after senior leadership positions at the Pentagon and elsewhere in the national security agencies that populate NOVA. This vital workforce can help Amazon meet its Joining Forces pledge to hire 25,000 veterans and military spouses.



"Virginia boasts more veterans per capita in our labor force than in any other state in America. We each have the responsibility to serve these veterans just as they have served us, and I'm proud that we've been able to do that effectively through the Virginia Values Veterans program. This is a true public-private partnership that has a proven track record in encouraging companies to hire and retain skilled veteran leaders in our civilian workforce."

— Governor Terry McAuliffe

Higher Education The Washington Monument is not our only (ivory) tower

### A talent-rich pipeline that is rapidly expanding

Colleges and universities in the Washington, D.C. area produce more computer science graduates than any other metro area in the country, graduating ~6,300 computer science students with bachelor's, master's, and doctoral degrees each year. As part of a partnership with Amazon, we will extend our advantage in this area through additional investments in technology and computer science education at universities across the state.

The region also produces the fourth-largest number of graduates in business disciplines (~20,000) and the second-largest number of legal graduates in the U.S. Finally, Virginia is home to a deep pool of cyber talent. The Commonwealth boasts 45% more cyber employees than any other state in the country.

### The greater D.C. area has more annual computer science graduates than all other metropolitian areas

New computer science graduates, annually (bachelor's degree and above)







"Virginia Tech can be a great partner for Amazon. With a top-15 ranked engineering and computer science program that stands 4th in the nation in undergraduate degrees awarded, and a commitment to enrollment growth, we can contribute a robust talent base that aligns with Amazon's core values and greatest needs. Top technology firms that hire our graduates tell us they hit the ground running with the expertise, work ethic, team orientation, and grit necessary to succeed.

Our leading research programs in cybersecurity, transportation, autonomous systems and data analytics are use-inspired and aimed at rapid integration into the commercial sector. Our state-wide presence supports regional innovation ecosystems and provides our industry partners with strategic leverage and expertise. We would enthusiastically welcome the opportunity to work with one of the world's most innovative companies here in the great Commonwealth of Virginia."

- Timothy Sands, President, Virginia Tech

### Relevant degree production over the last three years, within the Washington, D.C. metro area

NOVA is an even more attractive location when factoring in access to the broader Virginia educational system, including leading institutions like the University of Virginia, Virginia Tech, and William & Mary, which also provide a strong talent pipeline to the greater Washington, D.C. area.

DEGREES	2013	2014	2015
Computer and Information Sciences and Support Services Total Degrees	6,119	6,427	7,501
Associate Degrees	1,134	1,072	1.243
8achelor's Degrees	2,861	3,097	3,635
Master's Degrees and Above	2,124	2,258	2,623
Business Management, Marketing, and Related Support Services Total Degrees	19,910	20,038	20,148
Associate Degrees	2,799	2,843	2,866
8achelor's Degrees	8,464	8,453	8,877
Master's Degrees and Above	8,647	8,742	8,405
Legal Professions and Studies Total Degrees	3,757	3,648	3,429
Associate Oegrees	147	139	153
Bachelor's Degrees	207	277	248
Master's Degrees and Above	3.403	3,232	3,028
Accounting and Related Services Total Degrees	1,933	2,035	2,139
Associate Degrees	246	257	223
8achelor's Degrees	1,221	1,262	1,241
Master's Degrees and Above	466	516	675

For a full list of universities and community colleges with relevant degrees and the number of students graduating with those degrees over the last three years, please see the Appendix.



"All of us at George Mason University are excited about the prospect of a major Amazon presence in Virginia. The world-class research universities in our state provide a unique source of highly qualified, diverse professionals who will contribute to Amazon's growth and innovation for decades to come. The rich entrepreneurial ecosystem that we have built will create additional opportunities to be tapped by Amazon. And our proximity to Washington, D.C. creates natural connections with organizations and institutions around the globe that are second to none."

- Angel Cabrera, President, George Mason University



"Loudoun County was the ideal nexus for starting our sports technology company. There is an enormous pool of highly qualified analytics and software development talent that rivals any innovation hub in the U.S. The proximity to Washington, D.C. brings access to great universities brimming with new talent, and a metropolitan area that is a power center, not only domestically but globally."

- Joe Brennan Jr., Founder and CEO, SportAD

#### Our talent is also more likely to stay local



Immediately following graduation, ~60% of Virginia college graduates stay in the state (compared to the national average of 54%), and additional graduates move to the greater D.C. area, including Washington, D.C. and suburban Maryland.



~50% of these graduates remain in either Virginia or Washington, D.C. 10 years after graduation.



## Access to a deep East Coast recruiting network

Locating in NOVA also provides Amazon with a gateway to a broader recruiting network in the Mid-Atlantic region. Within a four-hour drive, the company would have access to top computer science and business talent from Princeton, Johns Hopkins, University of Pennsylvania, Duke, and Carnegie Mellon, among others.

Many of the country's top ranked universities are within a four-hour drive of Northern Virginia, providing Amazon access to top engineering and computer science talent.

#### Incredible number of top universities within a four-hour drive of Northern Virginia





## Robust educational system and partnerships

The Commonwealth and greater Washington, D.C. area are home to a set of leading public and private universities. With these education assets, we can offer an unrivaled set of innovation partnerships. These include: the University of Virginia, one of the nation's oldest public universities and the country's third-ranked public university; Virginia Tech, one of the nation's premier science and technical universities; George Mason, with its leading public policy school; and Hampton University, one of the country's most prestigious historically black colleges and universities.

"UVA's relentless pursuit of a better future begins with the ingenuity and energy of its students. They challenge conventions, learn and lead with passion, and leave here ready to propel innovators such as Amazon to new heights. Our University community is committed to meeting Amazon's workforce and research needs in Virginia."

- Teresa Sullivan, President, University of Virginia









The University of Virginia, the College of William & Mary, and Virginia Tech rank in the top 25 of leading public universities in the United States according to U.S. News & World Report. Virginia consistently ranks near the top nationally in university graduation rates, student return on investment, student-faculty ratios, and in-state student attendance.

Several of the Commonwealth's universities have already made commitments to establish technical and research partnerships with Amazon and to support the company by educating additional students. A partnership between the Commonwealth, our universities, and Amazon would strengthen the research and talent environment to support Amazon's needs in the future.



"William & Mary, the second-oldest institution of higher education in America, would welcome warmly to our part of the world the second headquarters of Amazon. Virginia would be an outstanding location. When the creative resources of the Commonwealth's universities are linked with cutting-edge industry, opportunities increase exponentially for all. I hope we will be able to explore in more detail the many ways William & Mary could work together with Amazon here in Virginia."

- W. Taylor Reveley, III, President, College of William & Mary

K-12 STEM Leadership



### A statewide priority

Virginia starts from a strong K-12 base, ranking fourth nationwide in the percentage of students who have passed an AP STEM exam. But we have gone further in making computer science education in K-12 a statewide priority. In 2016, Governor McAuliffe signed legislation calling on the State Board of Education to include computer science, computational thinking, and computer coding into the K-12 curriculum and standardized testing. The governor also signed legislation requiring computer science course credits to satisfy state high school graduation requirements in science, math, or career and technical education.









### A regional commitment

Right here in NOVA, Fairfax County has established itself as a national leader in STEM education. The county is home to 65 elementary schools with STEM-focused labs, several science, engineering, and technology-focused camps during the summer, and an ambassadorship program that sends students from Thomas Jefferson High School for Science and Technology to elementary and middle schools to mentor students who are interested in STEM.

In Arlington, the public school system boasts computer science programs at all middle and high schools and also provides access to IT and cybersecurity classes through a partnership with Northern Virginia Community College.



Our K-12 STEM programs also benefit from the regional concentration of professionals working in these fields in NOVA. For example, Alexandria's public schools have formed partnerships with neighbors like the American Association for the Advancement of Science, the Institute for Defense Analyses, and the National Science Foundation, to provide students and teachers mentors in science and technology. In Arlington, partnerships with NASA, the FBI, and several local businesses facilitate mentorship and internship opportunities.

The future

# Don't stop thinkin' about tomorrow

### Not resting on our laurels

The Commonwealth and its universities have invested in ensuring NOVA remains a pre-eminent talent location. We are committed to strengthening our human capital assets with targeted initiatives to build the right pipeline of talent for Amazon and for the region's economy.

#### Our history of pushing the frontier remains in place

NOVA and the Virginia university system have been steadfastly committed to standing at the frontier of innovation, both by investing directly in the technologies and workforce of the future, and by partnering with the companies accelerating that progress to test ideas in the field.

#### Notable examples include:

- In 2016, the University of Virginia established its "Link Lab," a world-class center
  of research excellence in cyber-physical systems, such as smart buildings, wireless
  health, and intelligent transportation.
- In 2015, George Mason University began re-positioning its Manassas campus to become a computing-intensive STEM campus focused on close collaboration with regional industry leaders on research and employment preparedness.





#### Virginia Tech has a proven track record in building a research and training agenda aligned with the needs of industry

- Virginia Tech is already making significant investments in research areas that align with Amazon's core business, including transportation, automation, big data, machine learning, artificial intelligence, and business intelligence.
- The Virginia Tech Transportation Institute is the country's leading university
  research center on autonomous vehicles with ~\$36MM in sponsored research
  and 270 active projects. It already has working relationships with multiple
  autonomous vehicle companies in Silicon Valley and around the world.
- The university has made a broad commitment to industry partnerships in launching Link, the Center for Advancing Industry Partnerships, an institute that will serve as a template for future industry partnerships and other state universities going forward.
- Virginia Tech has already made significant investments in NOVA, with existing
  plans to double its enrollment at its National Capital Region locations, quadruple
  research funding in the area, and support the creation of closer industry
  partnerships to co-locate research and incubator spaces.



#### Driving NOVA and Amazon forward together

The Commonwealth and region are committed to furthering our position as a leading technology economy. Under an Amazon partnership with NOVA, the Commonwealth would make a commitment to the following strategic initiatives:

- Expand tech-talent pipeline by an additional 1,800
  computer science graduates per year: Work with Virginia's
  universities, colleges, and community colleges to increase
  production of graduates in computer science and closely
  related fields by at least 1,800 per year through new state
  funding for faculty, expanded facilities, and enrollment support.
- Launch IT campuses to spur additional talent growth:
   Collaborate with Virginia universities to build a dedicated IT campus (or two) in Northern Virginia to increase production of technical degree graduates, modeled in part after the Roosevelt Island Cornell/Technion project, which was successful in New York City.

 Extend tech pipeline: Develop in-school and out-of-school K-12 tech-talent education programming to extend the tech talent pipeline.

This cluster of initiatives will ensure NOVA's talent base continues to be not just national leaders, but world-class. We are excited about the prospect of partnering with Amazon on this shared agenda, which is at the core of our long-term competitiveness strategy.



## Livability

### A global region on a human scale

NOVA is one of the country's most diverse and international regions, providing residents vibrant cosmopolitan communities to call home. In NOVA, you can have it all: we offer ready access to wide-ranging cultural and recreational amenities, desirable housing options, and several best-in-class K-12 school districts. Our unique blend creates an ideal environment for Amazon employees of all types, from recent grads eager to live in a diverse urban environment to families looking for comfortable housing solutions in the nearby suburbs. Recreational opportunities are plentiful for those of all interests – museums, concerts, sports teams, and the great outdoors are all closely available as part of our mild four-season climate.

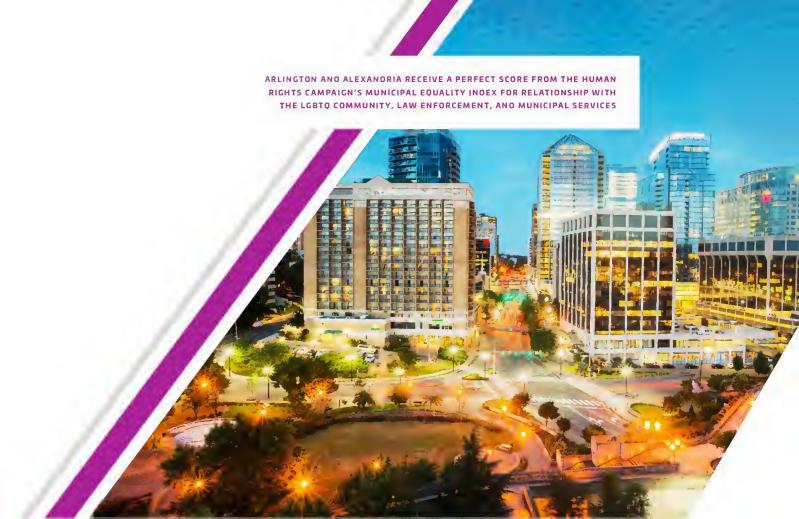
Inclusive community



## A diverse and welcoming community

NOVA celebrates its status as one of the country's most diverse communities in terms of ethnicity, race, and country of origin. The region is also extremely inclusive – our cities are routinely ranked as some of the most LGBTQ-friendly communities in the country.

We are also a deeply international community, with individuals from all around the country and the world coming to live here. More than 30% of Fairfax County residents were born outside the U.S. In Alexandria's public school system, students come from more than 125 countries and speak 87 languages, and in Arlington's, they come from 114 countries and speak 99 languages. In the past decade, Loudoun County's foreign-born population quadrupled in number and went from 11.3% to 25.2% of the overall population. For NOVA, international diversity is at the core of what makes us a special global community.









## Mission – and innovation – driven culture

NOVA and Washington, D.C. are also home to the headquarters of a vast number of trade and professional associations, national nonprofits, and think tanks, helping to enhance career development and provide networking opportunities for the community's residents. This blend of strong academic institutions, leading technology companies, and forward-looking public thinkers provides a unique ecosystem that fosters creativity, debate, and innovation. Finally, the greater Washington, D.C. region is also infused with a strong, mission-driven culture — a large percentage of the population works in nonprofit and government sectors, and civic engagement is a hallmark of our communities.



A place to call home

Heck, we were good enough for George Washington

## Top-ranked livability

The greater Washington, D.C. area is consistently ranked as one of the country's "most livable" communities for people of all ages.







"Our family has so many different activities that we can participate in – from the recreational centers, to the parks, to the town centers that we have all throughout the county. Our family feels safe here. We feel that we can grow here. We can engage with other families. We absolutely love it here."

-Alicia Williams, Lorton

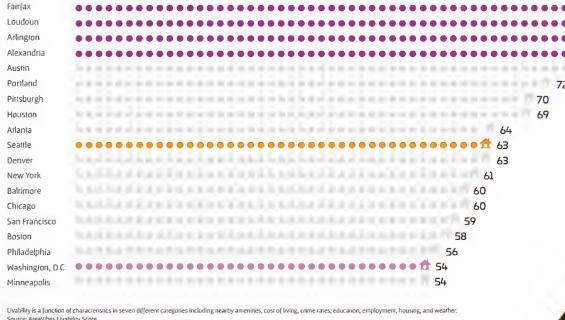


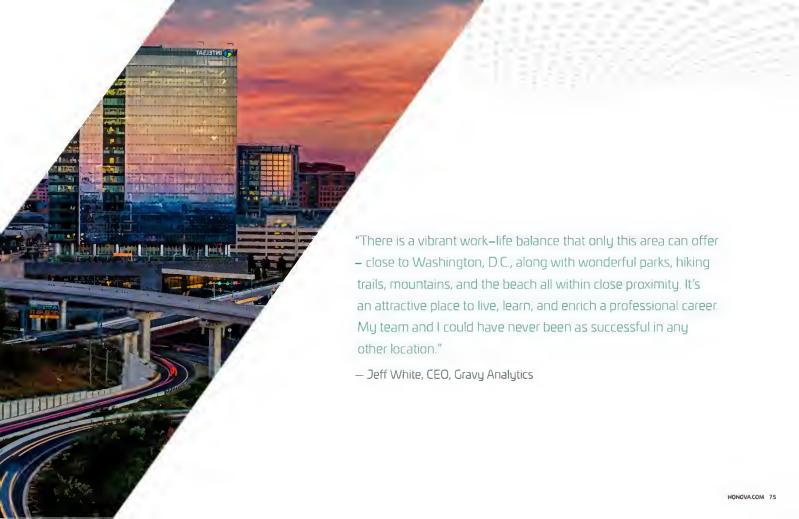


## Northern Virginia is considered one of the most livable regions amongst all major metropolitian areas

#### Livability of cities and neighborhoods







Housing today



# The greater Washington, D.C. area offers a diversity of housing options and prices, providing flexibility to employees at different life stages and with a range of budgets





Age:23 Family: Single Pets: Cat and dog Salary: \$106k Interests: Whiskey bars Online dating



Rohan Software Development Engineer I

Rohan chose to live in the Foggy Bottom neighborhood of D.C. He looked for a hip neighborhood with energy, restaurants, and good commute times to work. He also considered: Dupont Circle and Georgetown.



Age: 37 Family: Married, Robert, 2 children Salary: \$175k Interests: Peloton cycling Nonprofit Board

#### Jackie Corporate Counsel

Jackie chose to live in McLean. She was looking for a home with a top school district and a community of cultural leaders. She also considered: Tysons and Great Falls.



Age:44 Family: Married, Jeff, 3 children Salary: S16k Interests: Culinary arts VA wineries

### Omar

Senior Technical Project Manager

Omar chose to live in Reston Town Center. He was looking for a home with great schools, some space for the kids, and a comfortable feel. He also considered: Fairfax and Bethesda, MD.



Age:31 Family: Single, 1 child Salary: \$65k Interests: US Navy veteran

Local music

Kay Executive Assistant

Kay chose to live in Leesburg. She was searching for the best value possible with top schools. She also considered: Chantilly and Centreville,



Age:29 Family: Married, Pete Salary: S122k Interests: Video games Hiking

#### Melissa Software Development Engineer II

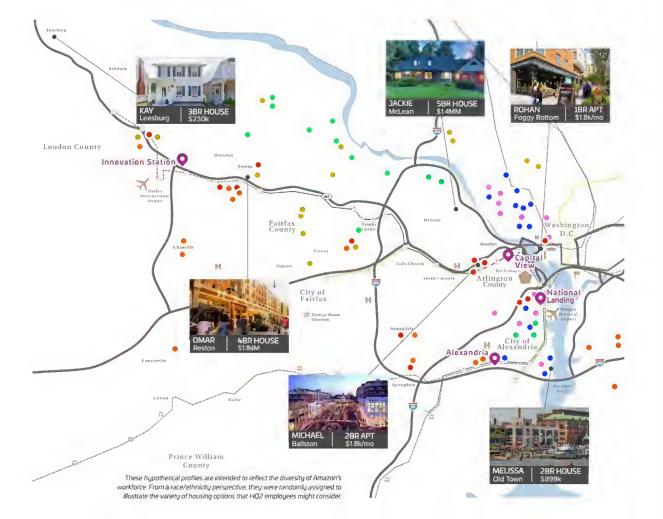
Melissa chose to live in the Old Town neighborhood of Alexandria. She was looking for an upscale, comfortable, and connected home. She also considered: Georgetown and Foggy Bottom.



Michael Financial Analyst

Age: 28
Family: Girlfriend,
Annie
Pets: Dog
Salary: S80k
Interests:
Craft beer
Georgia football

Michael chose to live in the Ballston neighborhood of Arlington. He was looking for a home that helped him escape and relax without blowing the budget. He also considered: Foggy Bottom and Reston Town Center.



Housing tomorrow



# Great value for a large metropolitan area

Though costs of living and housing are higher in NOVA than national averages, the region is more affordable than many other East and West Coast urban centers.



## Cost of Living Index



Using the national cost of living composite, the indexed cost of living in Northern Virginia is ~141. This is lower than many other competitor regions on both the East and West Coast, including New York (235), San Francisco (192.3), Seattle (146.9), and Boston (145).







# Boosting density and affordability

Jurisdictions across the region have demonstrated a consistent commitment to increasing the supply of workforce housing. Notable examples of regional strategies include:

- In Loudoun, the County's Affordable Dwelling Unit (ADU) program helps income-eligible citizens rent or buy apartments at below-market rates.
- In 2010, Fairfax County adopted the comprehensive "Tysons Plan," which included a series of upzoning initiatives designed to increase housing density and incentivize development of residential units, ultimately resulting in more than 2,000 affordable housing units.
- In Arlington County, cash contributions to the Affordable Housing Investment Fund have tripled the number of unit-years of affordable housing between 2005 and 2014.
- Alexandria regularly supports regional nonprofit housing partners by providing predevelopment and permanent loans to kick-start affordable housing projects.



## Creating the housing plans of the future

While NOVA's county-by-county efforts are important, leaders here understand that access to housing continues to be a critical issue. To that end, the localities have come together to increase access to workforce housing regionally.

The strategy would take Amazon's selected site as the "hub" and invest in a series of affordable housing communities as "spokes." The resulting developments would give Amazon's employees easy access to workforce housing and convenient modes of transportation.



A place to raise a family





# A national leader in K-12 education

Virginia – and NOVA in particular – boasts some of the best public education systems in the country. Though the region is also home to many high-quality private schools, access to top-rated public schools provides a major affordability advantage for Amazon employees choosing to live in NOVA.

Virginia consistently ranks high across a number of K-12 state rankings, and NOVA's counties are among Virginia's best.





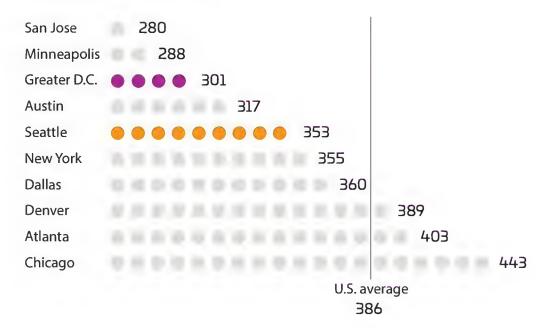




### The greater D.C. area is one of the safest metro areas across the U.S.

#### **Violent Crime Rates**

Rate per 100,000 residents, 2016



Source: FBI Uniform Crime Reporting, 2016





Playing in NOVA



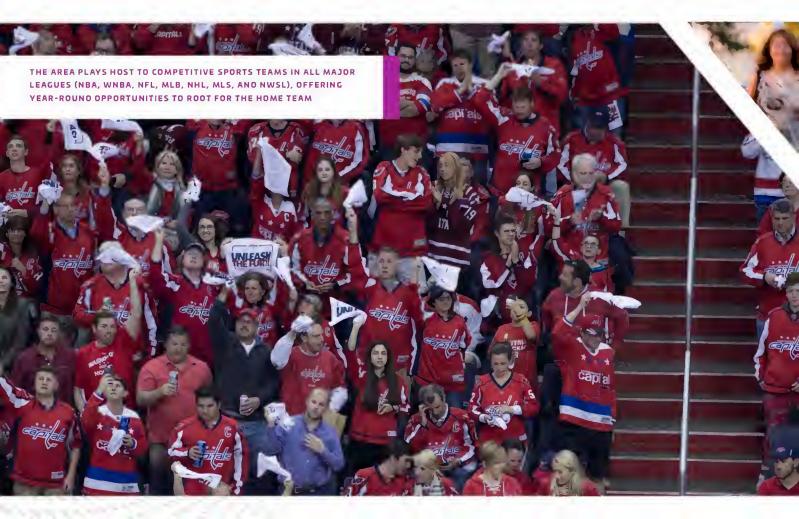
## The country's national playground

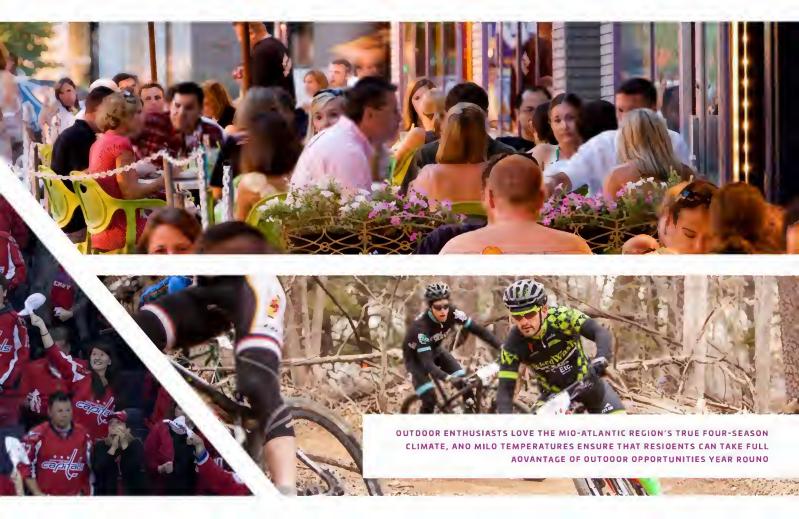
NOVA and the broader Washington, D.C. metro area provide recreational opportunities across a range of interests and lifestyles. We have sports teams in all major leagues, and outdoor enthusiasts can enjoy a year-round outdoor climate and access to a diverse geographic landscape, from the ocean to the mountains. The area also offers a rich environment of cultural, social, and culinary activities for Amazon's employees, from the Smithsonian museums, to a range of arts and cultural festivals, and a vibrant food and wine scene.











Weekends in NOVA

...assuming you get time off...

In NOVA, you are never far from the action, with access to the country's most interesting cultural and historical sites, sports teams in all major leagues, a dynamic food and wine scene, and an active nightlife and café culture. We are home to a broad range of outdoor activities, from kayaking on the Potomac to hiking in the nearby Shenandoah National Park, all as part of our mild four-season climate. Though you probably won't want to leave, getting away for a quick trip to New York or the beaches along the Mid-Atlantic could not be easier.







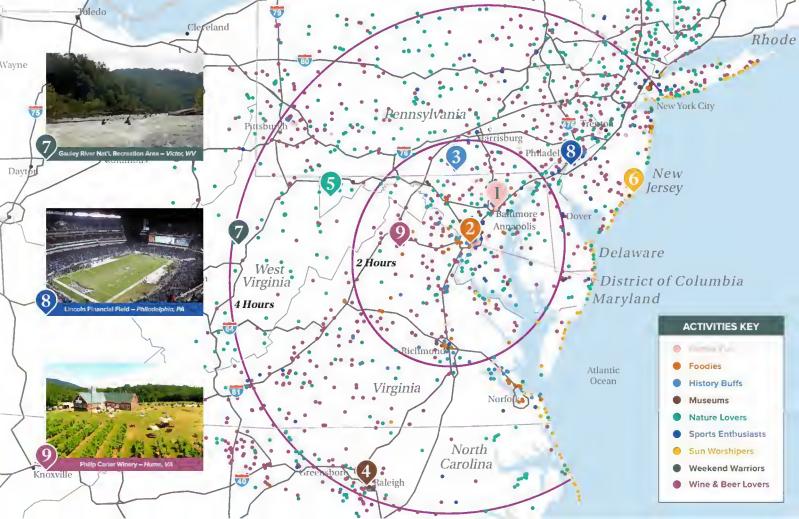


Fort









# Connectivity Seamless movement for people and ideas

NOVA is a national leader in digital and physical connectivity. Locate here, and Amazon will have access to the world in an innovative region committed to exploring every possible way to efficiently move people and ideas from Point A to Point Z.

# Digital connections and innovation

# Let's get digital, digital

#### Driving digital innovation

Federal research and development investment is a key driver of digital innovation in NOVA, motivating significant digital advances in the region. Virginia is home to a large share of federally funded R&D centers, ranking third nationally in absolute federal R&D obligations in 2015 (\$7.5B) and second by federal lab count (27). Notable examples of digital innovation organizations include:

- The Defense Advanced Research Projects Agency (DARPA), which is the central R&D unit of the Department of Defense
- In-Q-Tel, the strategic investor for the U.S. intelligence and defense communities
- The Turner-Fairbank Highway Research Center, within the Department of Transportation's Federal Highway Administration, which conducts research on digital highway technologies
- The Department of Interior's National Mapping Center, which conducts research to promote the standardization and availability of digital mapping data, methods, and products
- The MITRE Corporation, a nonprofit company that operates multiple federally funded R&D centers focused on defense and intelligence, aviation, civil systems, homeland security, the judiciary, healthcare, and cybersecurity
- The Institute for Defense Analyses and the Center for Naval Analysis, which focuses on national security issues requiring scientific and technical expertise





# A growing digital and data hub

Known as the data center capital of the world, NOVA has very stable digital connectivity infrastructure. Our history is distinctive: NOVA is the birthplace of the Internet, and the Internet's first major interconnection point was established in Loudoun County in the 1990s, home today to the world's busiest internet exchange point.

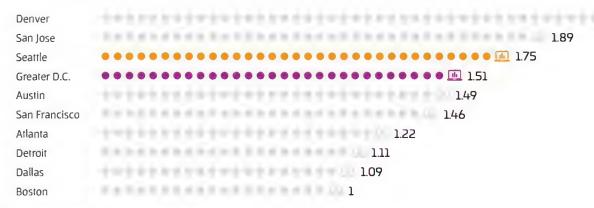
For cellular phone coverage maps for National Landing, please see the Appendix.



#### The greater D.C. area is a leader in data processing

#### Data processing, hosting, and related services establishments

Location quotient of the quarterly establishment count relative to the U.S.



Source: Bureau of Labor Statistics, Quarterly Census of Employment and Wages, 2017



Virginia has more than 650 data processing, hosting, and related establishments, and NOVA has a higher concentration of data processing and hosting sites than any other metropolitan area east of the Mississippi. Loudoun alone is home to more than 75 data centers and 30% of the world's data center square footage, making its "data center alley" the world's largest single concentration of data centers.

### High speeds, broad coverage

Northern Virginia has high-performing and extensive broadband coverage with a commitment to high speeds.

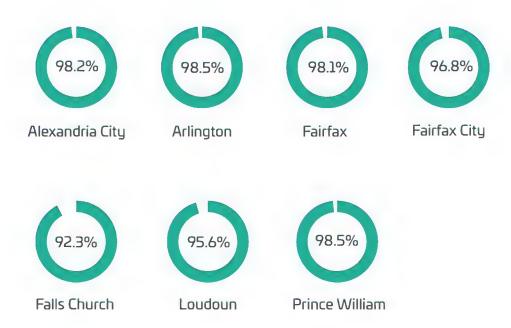
"Northern Virginia's critical IT infrastructure provides a foundation for MSI's dynamic workforce. This region is a critical network access point in supporting today's global internet traffic. It hosts prominent commercial internet exchange points and has been one of the most active data center markets in the country."

Venkatesh Joshi, President, Mission Services Inc.





In Northern Virginia, access rates for 100 mbps broadband are in the high 90% range across the board



Getting around

Dude, where's my car?

#### Multimodal travel

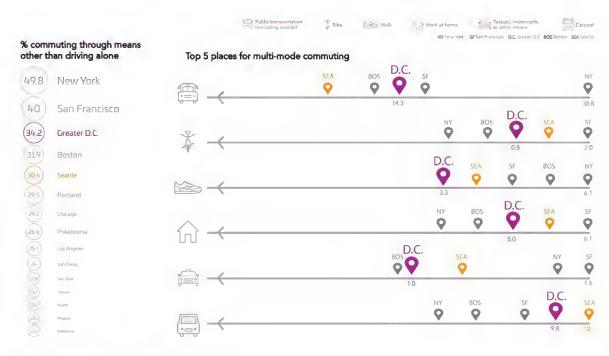
NOVA is committed to enhancing efforts to improve mobility and protect the environment. Multimodal infrastructure and intelligent systems investments are being complemented by outreach and education efforts, including Bike to Work Day, Car Free Day, and the longstanding work of Clean Air Partners, an organization focused on green transportation education.

"Our decision to base ATS in Virginia was due to several important factors. First, Virginia is known for its business-friendly and robust startup environment. Also, Virginia is a major hub for transportation innovation. Equally important, the Dulles Technology Corridor, in particular, offers us access to some of the best tech talent in the country, which is key to our continued position as a leader in transportation technology."

Jim Weaver, CEO, All Traffic Solutions



## The greater D.C. area offers multimodal transit options, ranking 3<sup>rd</sup> in share of population using transit modes other than driving alone to commute to work



Source: 2011–2015 American Community Survey 5–Year Estimates, 2015





#### The Metro

NOVA is home to the Washington Metropolitan Area Transit Authority (WMATA), which operates the second-largest heavy rail transit system and the sixth-largest bus network in the U.S. WMATA continues to invest in enhancements to keep up with demand and improve customer experience. Its future capital spending positions it to significantly enhance the region's network:

- A \$5.1B capital improvement plan from FY2012-FY2017 focused on fleet replacement for rail and bus
- The \$6.8B Dulles Corridor Metrorail Project, will bring Silver Line rail access to Fairfax and Loudoun by 2020

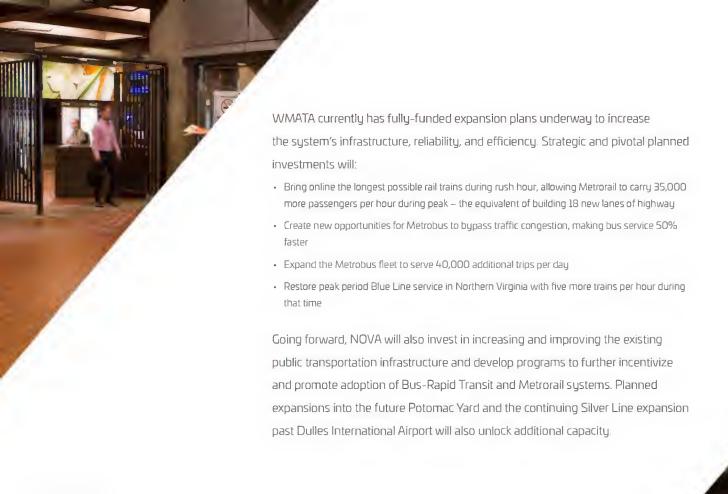


- · Washington, D.C. is SmartAsset's Top City for public transportation
- 89% of local commuters say that transit serves their home
- 86% say it serves their place of work
- 45% of those working in the metro area's center core use mass transit
- NOVA is third compared to peers on public transit use, with 14% of the population using public transit on a day-to-day basis



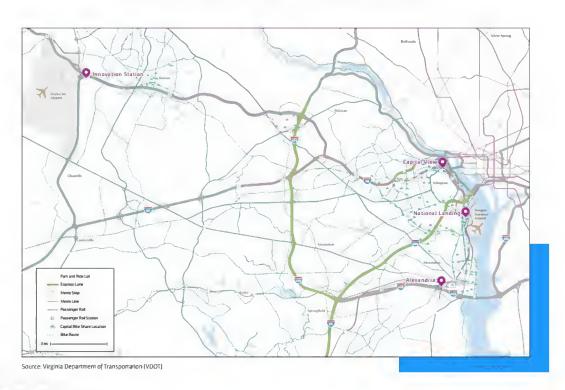




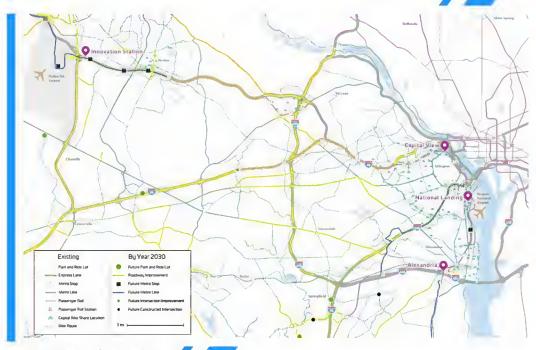




#### NOVA Multimodal Infrastructure, 2017



#### NOVA Multimodal Infrastructure, 2030



Source: Virginia Department of Transportation (VDOT)

## An active biking community

The region has a legacy of biking with a strong supporting infrastructure and is developing new biking and walking mobility offerings to augment public transit.

Capital Bikeshare has a network of 3,700 bikes with 440 stations across the region, and 2,000 bikes at 170 stations in NOVA alone. Three new programs in the Washington, D.C. metro area (Mobike, LimeBike, and Spin) are innovating bikesharing further by providing point-to-point dockless bikes unlocked via smartphone.

These options and commuting trails are complemented by a series of nationally and internationally known regional trails, such as Washington & Old Dominion, Custis, Four-Mile Run, Mount Vernon, and Holmes Run. Supported by this infrastructure, biking has increased 100% in Virginia since 2005. In the greater D.C. area, it has increased almost 500% more than peer cities across the United States since 1990.





#### Ridesharing as local culture

NOVA boasts 40 years of established "slug culture" in the I-95 corridor, a self-initiated system of carpooling with an estimated 6,570 slugs across 21 lots in 2016, a 20% increase from 2014. The region also has 580 registered vans and a growing regional vanpool program that has expanded ridesharing options even further. Apps like Uber and Lyft have had considerable impacts, making car ownership decreasingly necessary.



Beating the traffic

Riding in the fast lane (guaranteed)

### HOT lanes cooling congestion

High-occupancy toll (HOT) lanes have dramatically reduced congestion, and plans to expand them will alleviate traffic even further. Drivers in NOVA who ride in HOT lanes shave approximately 20 minutes (36%) off their average morning commute. NOVA's interstates also include a comprehensive Express Lanes network, which offers options to carpool, pay a dynamic toll, or use transit. By 2020, Northern Virginia's interstate highways will have a comprehensive 90+ mile network of Express Lanes, guaranteed to provide a high-speed, reliable trip to those who carpool, ride buses, or choose to pay a toll.





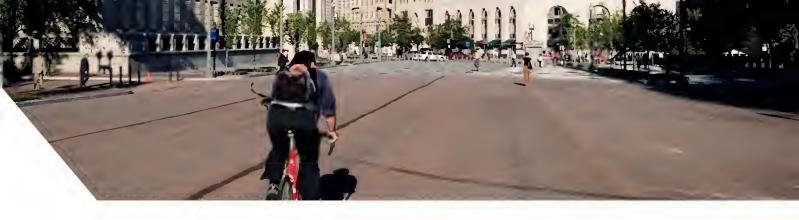


# Addressing congestion head-on

Like every other growing region with an expanding population and high levels of cross-county commuting, NOVA has traffic congestion and faces increased pressure on its transportation infrastructure. Currently, the region ranks fourth in the nation for total annual hours of travel delays with congested travel at 45% of peak vehicle-miles of travel in 2014 and 35% of lane-miles.

NOVA also has a longstanding commitment to developing comprehensive and innovative solutions to mobility in the region. We have been an innovator in cycling, highway efficiency, and ridesharing:

- Washington, D.C. became the first city in North America to create a bikesharing program. It started with just 10 kiosks in D.C. and has spread rapidly throughout NOVA in Arlington, Alexandria, and the Fairfax County communities of Tysons and Reston, and catalyzed a movement toward bikesharing across the country
- NOVA is the birthplace of high-occupancy vehicle (HOV) roadways and was one of the first cities to have HOV lanes across its network
- NOVA has 40 years of "slug culture" on interstates 95 and 395 and the Dulles Toll Road, a casual carpooling approach assisting drivers in meeting HOV requirements for more efficient, shorter, and free commuting



Innovating to respond to challenges is in our DNA – we think big. We are already pursuing – and will continue to pursue – a comprehensive regional response to congestion that invests in additional HOV lanes and multimodal solutions in public transit and bicycle infrastructure. As part of the partnership with Amazon, this may also include direct investments in additional public transit lines, enhanced technology-enabled mobility (e.g., adaptive traffic signals, smart traffic technology), and targeted infrastructure capacity enhancements.

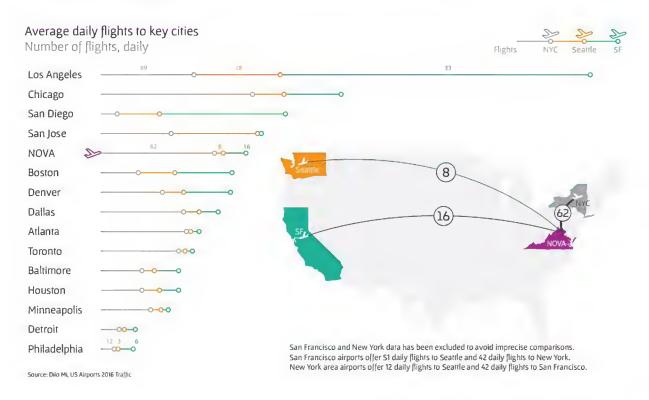
Planes and trains

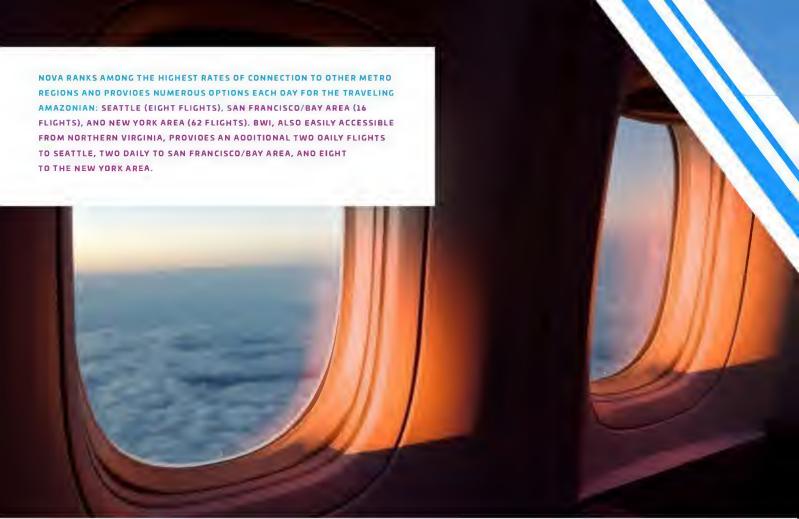
Because even though we're awesome, you have to leave sometimes

## A global travel hub

Northern Virginia is well connected by air and rail to cities and countries around the world.

## NOVA offers two world class international airports with access to strategic domestic and international locations











# Easy access to the East Coast corridor

Regional and national rail networks offer area residents access to strategic locations and travel destinations. Amtrak provides access to locations across the Commonwealth with 21 stations, including Richmond, Virginia Beach, and Charlottesville, among others, and seamless routes to the Northeast corridor and the South. The Virginia Railway Express (VRE) Commuter Trains provide commuter rail service from the outer NOVA suburbs to Alexandria, Crystal City, and downtown Washington, D.C. VRE operates some 30 trains from 18 stations and carries, on average, 20,000 daily passengers.

Innovation

We don't always drive autonomous vehicles.... but when we do, we don't

# Statewide commitment to innovative approaches

We are open to new and bold ideas. Our transportation leaders look not only within the region, but all over the world, for innovative solutions to infrastructure challenges.

## Both Commonwealth and regional leadership have taken specific steps to reduce congestion

#### Autonomous vehicles

- Governor McAuliffe has declared the Commonwealth of Virginia "open for business" to testing connected and autonomous vehicles.
- In Arlington, Ford and the Virginia Tech Transportation Institute have recently tested a Ford-designed method for self-driving vehicles to communicate with pedestrians, human drivers, and bicycles.

#### Open data

- Virginia has made all of its transportation data open in order to inspire and encourage innovation from all sectors.
- VDOT has also partnered with Waze for its latest 511 release. As part of a two-way
  data share, Waze will provide VDOT with real-time, autonomous incidence and
  slow-down information.

#### Smart infrastructure

 The application of traffic management technology along I-66 represents the third deployment in the U.S. and the 1st on the East Coast to enhance incident management by providing lane blockage, congestion, and speed information to motorists.





# The future of autonomous vehicles lives here

VDOT is already working to leverage VDOT-owned and operated roadways, capitalize on the favorable regulatory environment for innovative transportation solutions, and utilize Northern Virginia's extensive network of highly instrumented Express Lanes as a nationally unique testing environment.

#### Regulatory flexibility

 Virginia's regulatory flexibility, driven by a deliberate decision not to create regulations with regard to connected and autonomous vehicle (CAV) testing, offers a burden-free testing environment.

#### Policy commitment

 Virginia's Automated Vehicle Strategic Plan has recognized the strategies needed to fully embrace the potentially transformative nature of autonomous vehicles.

#### **Educational partners**

 Virginia Tech is home to the country's leading research institute on autonomous vehicles, powering key technological advances.

#### Infrastructure

 Virginia Smart Road, located next to Virginia Tech, provides a closed, test-bed research facility for CAV research and testing.



## **Business Climate**

### Where stability and opportunity meet

For decades, NOVA and Virginia have been top places to do business. Home to many U.S. and international headquarters, including many Amazon customers and partners, NOVA has the right business environment for your success. With a legacy of innovative test-and-learn partnerships and dedication to creating the enabling environment for Amazon to test the next frontiers of innovation, we're not just a great location — we're a great partner. This is a place where you can enjoy smart growth: Along with the Commonwealth, we're also deeply committed to environmental sustainability at the HQ2 location and throughout the region.

BUSINESS CLIMATE

## Strong, forwardlooking governance

We are the birthplace of American democracy, after all

## A Top Place in which to do Business

Virginia continues to be a top state nationally to do business, with friendly tax and regulatory policies. The Commonwealth ranks third for best regulatory environment on the Forbes 2016 Best States for Business rankings, and No. 3 for business-friendly environment in CNBC's 2016 rankings.





# Stable government partners

Regional and state-wide leaders have provided a solid foundation of sound business stewardship and commitment to innovation, even amidst party changes in the state's political leadership.

Virginia is unique among competing states in offering Amazon a state economic development organization (EDO) partner with stable leadership. Most states have a politically appointed state EDO leadership team that is subject to change with every statewide election. The Virginia Economic Development Partnership (VEDP), the state economic development authority for the Commonwealth of Virginia, is an independent, nonpartisan government organization whose leadership has never changed as a result of a gubernatorial election. Governed by a board comprised primarily of business leaders, VEDP will continue serving as a committed, capable, professional, and responsive partner to Amazon as the company expands its presence in Virginia.







# Forward-looking collaboration

Northern Virginia and the Commonwealth have worked together to great success with Amazon in the past, including the company's development of its Amazon Web Services campus in Fairfax County and data center operations throughout Loudoun County. With thousands of employees already working in Northern Virginia, Amazon can find confidence in its past experience with state and regional leaders.



A growing hub

## You're in good company



## A robust business ecosystem

There is a high concentration of companies and public sector organizations that call Northern Virginia home, due in part to our high standards and government stability.

Eleven Fortune 500 companies call NOVA home, including Freddie Mac, General Dynamics, Capital One Financial, Northrop Grumman, and Hilton Holdings. NOVA is also home to a significant base of Amazon's existing public partners and customers, including the Central Intelligence Agency, Department of Defense, and other agencies in the federal government, such as the National Science Foundation, and the U.S. Patent & Trademark Offices.

The high concentration of tech companies, federal agencies, and supporting organizations offer Amazon the opportunity to develop valuable future relationships. Northern Virginia provides an unmatched place for Amazon to locate as it attempts to influence federal policies, particularly as it delves into complex areas of federal regulatory authority (e.g., unmanned drones). These factors have played a critical role in drawing many other companies to the area.

#### Key Stakeholders for Amazon in the Greater Washington D.C. Area























**Delta Tucker Holdings** 

NORTHROP GRUMMAN







**TEGNA** 









Booz | Allen | Hamilton









Committed sustainability



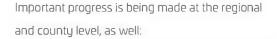
# NOVA and Virginia have been guardians of environmental standards and are committed to a green future

NOVA has a strong environmental record and is deeply committed to driving environmental excellence across the region. The region's local government stakeholders, private sector organizations, and residents alike are working to guide sustainability efforts and a broad environmental agenda through diverse activities and policies.

At the state level, Virginia has pursued efforts to promote a clean energy economy, working to reduce carbon dioxide emissions, enhance energy jobs, and address the effects of climate change, and, in June 2017, joined the U.S. Climate Alliance.







- In 2007, Alexandria partnered with Virginia Tech's Department of Urban Affairs and Planning to create Eco-City Alexandria, a holistic strategic environmental planning process to guide the city in its environmental sustainability efforts
- A 2017 joint campaign with the Fairfax County Government,
   Solarize Fairfax County offered one-time low prices for solar assessments and bulk discounted solar system pricing
- Dominion Energy has committed to providing Amazon with 100% green energy at any of the sites selected in NOVA



"Dominion is eager to work with Amazon as it builds HQ2. We commit today to partnering with you to ensure that all of the energy supplied to HQ2 is renewable, no matter where in the Dominion Energy's service territory you choose to locate."

Robert M. Blue, EVP & President & CEO Power Delivery Group,
 Dominion Energy

Proximity to power

The original power breakfast



## Making friends in high places

Given Amazon's prominence as a technological powerhouse, access to key stakeholders – including regulators, federal government clients, and think tanks – in Washington, D.C. will drive significant value for the company.

As Amazon is poised to drive its business in a number of areas that will require complex federal regulatory oversight, proximity to key stakeholders, including the Federal Aviation Administration, the Federal Trade Commission, the Federal Communications Commission, the Food and Drug Administration, and congressional committee leadership, will prove vital.







The Federal Government constitutes one of Amazon's most important clients, particularly in cloud infrastructure services, and locating in Northern Virginia offers Amazon an opportunity to strengthen these key relationships.

Finally, as thinking around numerous topics of concern for Amazon (e.g., the regulation of drones and autonomous vehicles) comes to the forefront of public debate, locating near Washington, D.C. will provide Amazon's executives with the ability to develop closer relationships with many of the thought-leaders and think tanks in the area that often play a central role in the shaping of public policy.

Innovating in Virginia

It's time to get serious



#### Home to innovation

Virginia is home to a key set of innovation assets that we can leverage to help Amazon push its innovation agenda forward.

Namely, Virginia has a number of differentiated transport/logistics and aerospace assets that could be helpful to Amazon's test-and-learn process in these fields, without the usually significant accompanying capital investment. Notable examples include:

- · A new runway for unmanned aircrafts at NASA's Wallops Flight Facility
- The 2.2-mile closed Smart Road testing site with weather controls owned by VDOT
- One of six FAA designated drone testing sites in Blacksburg
- One of 10 FAA-licensed spaceports in the country at NASA Wallops, already in use by commercial partners for testing/business
- Unmanned systems labs and tracks in Hampton Roads
- Dark fiber backbone in Arlington and Alexandria that connects the community



In Northern Virginia, Amazon would be in the company of some of the most historic innovators and enabling forces in the country. The Defense Advanced Research Projects Agency (DARPA) alone has played a critical role in the development of projects, ranging from the internet to videoconferencing and interactive street view maps, to voice-recognition systems, the cloud, and GPS. The nearby U.S. Patent and Trademark Office, located in Alexandria, provides Amazon and other innovators close proximal access to a key federal innovation partner.

## A test-and-learn living laboratory

Virginia and its communities have proven their commitment to staying on the frontier of technology development and integration. We will be a partner for Amazon to 'test-and-learn,' using innovative solutions to meet our community's needs and develop the next generation of smart living. Notable recent examples of this commitment include:

- Virginia passing legislation to allow delivery robots to operate on sidewalks and crosswalks across the state (first state to allow robot delivery and currently one of only two states that do)
- Arlington's Emergency Communications Center providing 911 call data to Virginia Tech's Social and Decision Analytics Lab for big data analytics optimization of emergency response protocols
- Urban Living Lab in Arlington, which is implementing big data solutions in the county's fiber architecture
- Universities in Virginia piloting projects with technology partners, including drone medicine delivery in Southwest Virginia
- Commonwealth Transportation Board approving self-driving and wirelessly connected cars on Interstate 95 and Interstate 495 in Northern Virginia
- · Google testing delivery of Chipotle burritos by drone in Roanoke





NOVA is home to Amazon's core customers, your future workforce, and the regulators who will play a critical role in shaping the future of technology and commerce. The region has a distinctive offering for Amazon as you consider where to place your second home: a robust, deep, and growing talent base; a desirable place to live, play, and work; and a business environment that fosters growth. Above all else, NOVA is a region that is growing and developing at a rapid pace. Our region is eager to partner with you, and together lead the next wave of innovation and progress. For the company of the future, there can be no better partner than the region of the future.

## Properties

A portfolio of trophy sites ready to match the scope, speed, and scale of HQ2. Our proposed sites are a diverse and complementary set of options: Alexandria: An urban site steps from historic Old Town Alexandria; Capital View: A set skyscrapers perched atop the Potomac River with views of the national monuments; Innovation Station: A 338-acre greenfield site cattycorner to Dulles airport; and National Landing: 15 million square feet of development potential at the crossroads of Arlington and Alexandria's corporate district. Each site provides a compelling vision for your next home: a walk, bike, or metro ride away from Washington, D.C. and NOVA's vibrant communities.





## National Landing

National Landing offers Amazon the rare combination of massive growth potential in an existing vibrant transit-rich urban place.

6.2 million square feet of existing JBG SMITH-controlled office, with an additional 11.5 million square feet of future development density, that can provide Amazon with the sheer scale and flexibility to build, pioneer, innovate, and grow over time.

Located in the "heart" of the Washington, D.C. area adjacent to Reagan National Airport, alongside the Potomac River.

One Community, One Owner, Infinite Options for HQ2

In the center of the country's most educated market, overlooking our Nation's capital—surrounded by top talent, government customers, tremendous infrastructure, and a spectacular quality of life.

This is a canvas of limitless possibilities to propel Amazon's future.







## Massive Urban Campus—with Significant Flexibility for Growth

National Landing provides a truly unique offering that combines 6.2 million square feet of urban existing office and 11.5 million square feet of potential build-to-suit parcels to meet Amazon's immediate and future growth needs—all controlled by a single partner.

National Landing provides capacity for decades of growth, while integrating housing, excellent transit, retail, and amenities. HQ2 will not only be an iconic real estate project, it will be home to thousands of new Amazonians, who will live, eat, and enjoy all the culture and fun of Washington, D.C.—within a 15-minute bike ride.

Straddling both Arlington County and the City of Alexandria alongside the Potomac River and Reagan National Airport, National Landing is positioned to attract talent from Washington, D.C., Virginia, and Maryland. Served by Metro and every other conceivable kind of transit, the vibe is vibrant, the housing is abundant and diverse, and the "hassle-factor" is low.

#### More Development Capacity than Required by the RFP

The combined area Includes more than 12 million square feet existing office space (Includes of non-JBG SMITH-controlled assets) with the additional potential to add 11.5 million square feet of new development through a single owner—This significant existing inventory coupled with the to-be-built capacity exceeds Amazon's current and planned growth potential, while also integrating residential housing and retail amenities to accommodate everyone's shared goals of a vibrant, mixed-use environment.

Occupancy in a Mature, Robust Urban District—currently includes approximately 5,900 hotel rooms, 13,000+ apartment units, approximately 2 million square feet of retail and approximately 12 million square feet of existing office, surrounded by the best transit infrastructure in the region—already in place.

Focus on Connected, Controlled Growth, and Maximum Flexibility—National Landing was conceived to provide maximum "a la carte" optionality. Each building site can be developed or leased in parallel or as a series depending on Amazon's growth goals, speed, and requirements. We have organized Amazon HQ2 Into three connected Districts: North, Central and South, each connected to the others within a short walk, bus, or bike ride.

#### **Preliminary Thinking About Phasing**

Initial Takedown of More Than Five Hundred Thousand Square Feet Can Be Easily Accommodated in Existing Buildings in the Central District; Two of the buildings, 1770 Crystal Drive and 1800 S. Bell Street, are available for full occupancy, with 241 18th Street available for partial occupancy, 1770 Crystal Drive, to be delivered in 2020, will feature a new exterior skin, building systems, tenant spaces, and rooftop conference center, all of which can be customized for Amazon's needs. 241 18th Street and 1800 S. Bell Street can also incorporate Amazon's specific requirements. The initial occupancy can be easily phased in Amazon's desired increments.



## When Amazon is Ready to Expand, New Build-to-Suit (First Available in 2021) Options Include:

- A total of four million square feet of build-to-suit office on ready-to-develop sites in the North District built entirely to Amazon's needs.
- In the South District, the long-term growth potential exceeds seven million square feet —and it is one of the largest urban infill opportunities in the Washington, D.C. Metro area.
- Buildings can be designed per Amazon's needs—with specific features, floorplates, and architecture customized for Amazon's operations. The sites will be integrated with residential, retail, a new Metro station, and open spaces, consistent with the master plan and available starting in 2021.

3. Ongoing flexibility within existing building portfolio—leasing can be structured within JBG SMITH's current 6.2 million square foot office portfolio throughout National Landing. This provides ultimate flexibility on space takedown timing and size in any increment, upon any schedule.

#### Focus on HQ2 and Urban Placemaking

Beyond the scale of our proposal, the vision for National Landing features innovative plans currently underway that add texture, activity, and new experiences to the existing urban environment. The thoughtful mix of both office and residential will create great wall-to residences and a high quality of life for Amazonians.

#### Masterplans Fully Approved and Ready for Final Design and Development

All buildings, existing or proposed, are fully master plan approved, with all zoning in place and only require final design approvals from Alexandria or Arlington to commence development. Any changes to existing plans would follow the localities' normal processes. Both jurisdictions have proposed additional staffing resources to achieve Amazon's desired occupancy schedule.







### A Single, Experienced Development Partner: JBG SMITH

At National Landing, Amazon will partner with a single, highly creative, and committed owner/developer, JBG SMITH, which controls the majority of the existing office and 11.5 million square feet of future development density outlined in this submission. Together, with jurisdictional partners in Arlington and Alexandria, Amazon can grow its HQ2 over time, in a strategic and connected way.

More than a strong real estate partner, IBG SMITH brings specific expertise in urban placemaking, ensuring that HQ2 is as much about remarkable and functional buildings as it is about the surrounding urban experience: diverse housing options, engaging walk-to retail, and an inspiring, vibrant quality of life. As the largest owner in the Arlington/Alexandria area, IBG SMITH has the unique ability to shape the entire neighborhood with the kind of amenities, housing, and spaces most appealing to Amazondans.

JBG SMITH BUILT
300 NEW JERSEY AVENUE
WASHINGTON, D.C.
FOR JONES DAY

#### **JBG SMITH's Distinct Advantages**

IBG SMITH is an S&P 400 company that owns, operates, invests in, and develops assets concentrated in leading urban infill submarkets in and around Washington, D.C. Our mixeduse operating portfolio comprises approximately 19 million square feet of high-quality office, multifamily, and retail assets, 98% at our share of which are Metro-served. With a focus on placemaking, we drive synergies across the portfolio and create amenity-rich, walkable neighborhoods. JBG SMITH's future development pipeline includes 20.4 million square feet of potential development density at our share. For additional information on JBG SMITH, please visit www.jbgsmith.com.

Sustainability is integrated throughout the Amazon campus at National Landing: All build-to-suit buildings can be designed and created to meet LEED-Silver, Gold, or Platinum certification, consistent with Amazon's objectives. JBG SMITH has over 17.5 million square feet of LEED certified assets and over 15.8 million square feet of energy star assets in the Washington, D.C. area. Our expertise impacts all aspects of planning, design, construction, and operations—focusing on energy efficiency, air quality, recycling, connection to mass transit, and integration of conservation technologies.

A Good Partner: We are committed to creating a strong partnership with Amazon that focuses on flexibility, innovative thinking, and achieving our mutual goals. CEB TOWER AT CENTRAL PLACE

# Leadership and Commitment to Sustainability at Every Level

#### Jurisdictions that Set the Bar

Arlington and Alexandria are recognized leaders in integrating sustainable thinking throughout their planning, transit, energy, conservation, and recreational policies. We envision National Landing as an environmentally sustainable urban campus with densities and use mixes that maintain neutral carbon balance—integrating public open spaces, large tree canopies, wide bike lanes, and direct connections to transit.



#### Other Key Initiatives Include:

- Green Building Inrentive Program: Arilington County offers developers additional density in exchange for LEED Silver certification (or higher) with an emphasis on energy and water efficient design/construction, as well as ongoing energy performance.
- Arlington County Energy Plan: The Plan formalizes the County's goal to reduce greenhouse gas emissions by 75% by 2050. Arlington is also exploring the feasibility of a unique district energy system to provide highly efficient heating and cooling in National Landing.
- Alexandria Eco-City: Alexandria's Eco-City initiative—the first
  of its kind in Virginia—focuses on setting goals to increase public
  transit ridership, promotion of clean water and solar power
  initiative, stormwater mitigation, and protecting natural/open
  space.
- Recycling: With a recycling rate of 46.8% in Arlington County and 48.6% in Alexandria, these jurisdictions are leaders in recycling in the region.
- GREEN Crystal City Business Iroprovement District (BID): National Landing is an eco-conscious area encompassing the Crystal City Business Improvement District (BID) The BID directs environmentally sustainable landscaping programs, waste-free events, composting, street recycling, and more. It also hosts a farmer's market with over 20 local farmers and producers, as well as a free community compost program.

JBG SMITH is the Largest Owner/Developer of LEED certified buildings in the Washington, D.C. area, including 175 million square feet of LEED certified buildings and 15.8 million square feet of Energy Star rated properties

#### Our Deep Commitment to Sustainability Includes:

- Extensive in-bouse expertise: with approx. 40 employees with professional certifications in sustainability, wellness, and energy management.
- Sustainability Integrated into all aspects of planning, design, construction, and operations: including energy, air quality, recycling, mass transit, and conservation technologies.
- Energy Management leadership: JBG SMITH manages real-time energy
  usage around the clock through one of the largest energy command centers
  in the U.S. at their Tenant Service Center (TSC), saving approximately
  26 million kWh annually. Run by licensed operating engineers, mission-critical
  building systems are controlled to optimize efficiency and performance, and
  avert systems issues.
- Wellness Focus: air quality, access to natural light, fitness, and nutrition all
  impact productivity and well-being. Their Director of Sustainability is one of the
  industry's first WELLAPs, with expertise in "healthy buildings."









Powerful New Connections



While existing infrastructure is excellent, plans to create powerful new connections are underway that will help facilitate Amazon's natural growth.

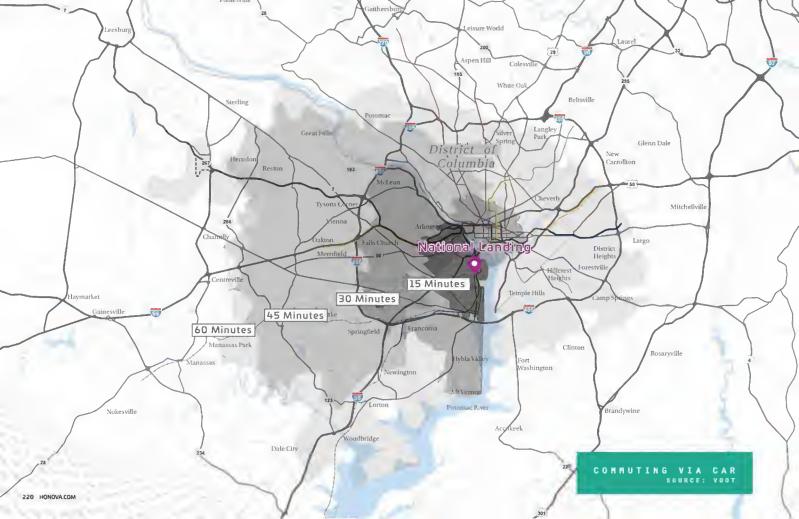
Route I Street Improvements: JBG SMITH is proposing that existing Route I roadway will be transformed from an elevated highway to an atgrade, tree-lined boulevard.

New Metro and Metroway: The HQ2 campus can be expanded to the south and is connected by the region's first high-capacity bus rapid transit system, which runs from Alexandria to Arlington providing easy and convenient transit through the core of National Landing, Additionally, a new Metro station will be delivered in 2021 in the South District designed to improve accessibility and connect all Amazon nodes.

Connecting to Reagan National Airport: IBG SMITH is pmposing to extend the Central District to the east, connecting directly to Reagan National Airport—only 700 feet away. While there are several bike and pedestrian paths to access the airport, connecting the city directly to the airport can create a world-class, urban, multi-modal hub at Metro, unique in the U.S., and ideal for a potential STEM campus or innovation center.









Seamless Connections Also Limit the Congestion Typically Seen in Similar Urban Environments.

Reagan National Airport (DCA): Just steps from future Amazon offices, National Airport connects the National Landing's Central, North, and South Districts. DCA is:

- Less than a 15-minute walk from National Landing
- One Metro stop from either Central, North, or South Districts
- · Quickly accessible via National Landing Metroway

North & Central District Metro Stations: Served by the Yellow and Blue Lines, over 46,000 passengers use both Metro stops daily for transportation to major business and entertainment nodes throughout the region.

New South District Station: A new "infill" Metro station in 2021 will continue to improve local and regional transit accessibility. The new stop will continue to add capacity to the already extensive transportation network and decrease travel times to key regional destinations.

National Landing Metroway: The region's first highcapacity bus rapid transit system runs through each district, providing easy and convenient transit through the core of National Landing. State-of-the-art transit stations at major business and residential hubs throughout National Landing is the key to transporting Amazonians between office nodes.

Virginia Railway Express (VRE): The Central District boasts a coromuter rail station served by the Fredericksburg Line and Manassas Line of the Virginia Railway Express system. VRE serves 18,500 daily commuters coming from the suburbs for employees wanting a less-urban lifestyle.



South District Boat Landing: Plans are underway to add a future asset to this unique neighborhood, expanding the use of water transportation along the Potomac River and Four Mile Run. Water transport would increase transit capacity while connecting National Landing to the growing number of waterfront destinations in the D.C. region.

Bicycle Network: Situated on both the 18-mile long Mount Vermon Trail and the seven-mile long Four Mile Run Trail, National Landing makes for the perfect origin or destination for area bicycle commuters, recreational cyclists, sightseers, or fitness enthusiasts.

- Convenient north-south bicycle commuter routes connect the North, Central, and South Districts to and from National Landing and to downtown D.C.
- Running parallel to the Potomac River shoreline and the historic George Washington Parkway from George Washington's historic home in Mount Vernon up to Rosslyn, the Mount Vernon Trail offers spectacular river vistas and great plane-spotting at Gravelly Point.
- Numerous bike parking and Capital Bikeshare stations are correniently located along the street grids and existing trails.





Autonomous Vehicles: Future building design in National Landing will incorporate elements that facilitate the use, logistics, and parking of autonomous vehicles. Significant investments in municipal fiber in both Arlington and Alexandria will allow for new roadway technology to be integrated into the transportation system preparing for what awaits in the future.

Complete Billity Infrastructure: National Landing is served today by all required utilities needed to both support the current buildings, as well as enough capacity to serve the expected future growth. The electrical grid is a robust underground network, which has redundant capacity embedded into the network and can be provided to buildings as desired. I/G SMITH has worked closely with the electrical provider over the last several decades to meet build-to-suit and other office tenant power needs, with many options available for office users to choose from.

Fiber Capacity: There is also significant data capacity in the existing dark fiber that is served by Verizon, Comcast, and several other well-known providers. Additionally, local jurisdictions have invested in the creation of a municipal fiber network in National Landing, designed to provide high-speed internet that can power future growth, support commerce, and leverage technology to create smart urban centers. This high-speed, dark fiber, dedicated network is available for buildings to connect for business use at advantageous costs.



ILLUSTRATIVE 1900 CRYSTAL DRIVE RETAIL AND PUBLIC PLAZA

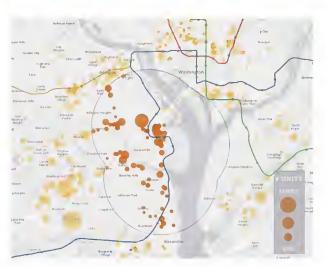


National Landing is an existing thriving, bustling community that has a distinct energy and a culture that exudes an active lifestyle for its modern workforce and residents. It is a place that offers diverse housing choices, state-of-the-art park facilities, extensive bike trails, an abundance of shopping and eating establishments, as well as a plethora of cultural and entertainment events concentrated within a 15-minute bike ride from anywhere in the office districts. It is placemaking at its best.

There are surprises around every corner and opportunities to engage on a human level at each intersection. While embracing the digital connectivity of the future, the National Landing partners understand that it is the in-person connections that make a difference. The community works hard to create those serendipitous moments to give people that opportunity to meet and mingle, whether it is business or pleasure.

Home to a vast corporate community comprised of top Fortune 50 companies, innovators, and technology incubators, Amazon is in good company at National Landing.

And with approximately 5,900 hotel rooms within walking distance, hosting visitors, meetings, and conferences is ultraconvenient.

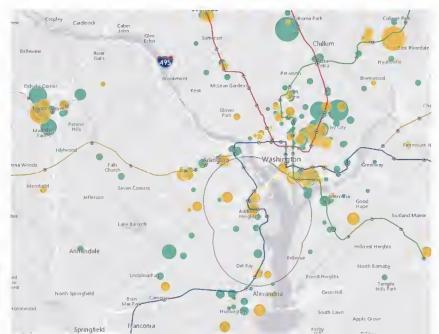


The map to the left illustrates the extraordinary array of rental housing available within 2 miles of the proposed Amazon headquarters site. Each bubble represents an apartment community. The size of the bubble reflects how many studio, one bedroom and two bedroom units are affordable (no more than 30% of pre-tax income in rent) to the average Amazon worker based on current incomes estimated for the Seattle workforce.

# The Choice is Yours...

Approximately 4,000 apartments already proposed or under construction in close proximity to the site Dne of the best aspects of National Landing is the diverse choice of housing options within a wide variety of price points. Due to National Landing's advantageous location at the center of a transportation network and its proximity to the suburbs of Washington, D.C., Amazonians will have a multitude of choices depending on their lifestyle preference and budget. Whether they crave an urban lifestyle or have dreams of a large house with a big yard, that reality is within reach for National Landing employees. Mass transit, whether it be bus, Metrorail, or train, optimizes the average commute times and reaches further into the suburbs.

If Amazon employees prefer an urban lifestyle where they walk to work, there are over 24,000 affordable rental units within two miles of the site that have access to a wide array of amenities and transportation. And National Landing continues to evolve and transform with approximately 4,000 units under construction or proposed, meeting the needs of Amazon's future employees.















## Walk to Work: Community Profiles

### WeLive

Located in the Central District, WeLive is a new way of living that challenges traditional apartment amenities through shared physical spaces that foster meaningful relationships.

### The Bartlett

Located in the North District, these apartments offer modern features with lavish amenities including spa quality gym, rooftop pool deck and breathtaking views of Washington, D.C.

### Del Ray

Located just minutes from the South District, Del Ray—where 'main street still exists'—is complete with an array of small businesses and restaurants in a cottage like neighborhood with affordable homes for a family-oriented experience.

### Aurora Heights

Located in the Central and North Districts, this historic neighborhood is a little town close to the big city that has a mix of single family and multi-family homes and great schools.

### Army Navy Drive

Located minutes from the North District, executive homes sit across from Army Navy Country Club enjoying privacy while having easy access to amenities.

### Potomac Yard

The South District is home to brand new condominiums, townhomes, and apartments, where residents walk out their doors for direct access to entertainment, restaurants, and shopping, or hop on the Metroway bus rapid transit for a quick ride to the Central and Northern districts.



## Active & Vibrant

National Landing residents and employees live and breathe an active lifestyle. They walk and bike to work, they do yoga on their lunchbreaks, and they hit the gym after work. This community makes it easy to be active, with its exceptional athletic and park facilities, modern community centers for hosting classes and indoor recreation social sports, and numerous neighborhood parks and green spaces.

The National Landing community also loves their pets, especially dogs! Nearby are some of the most amazing dog parks, allowing four-legged friends to be social. It is not unusual to see pets around town or at the many community-sponsored events that cater to our best friends and their owners.

### National Landing Recreation Facility Spotlight

### George Washington Parkway

A federally owned, National Park Service, iconic park on the western shore of the Potomac River connecting not only National Landing, but also providing regional bike paths, running trails, and Potomac River access.

### Long Bridge Park

Located in the North District, more than 30 acres of recreation, sports facilities, and green space located on the Potomac River overlooking Washington, D.C., Long Bridge Park also has full-size, multi-sport lighted fields and a network of walkways.

### Long Bridge Aquatic Center

A new state of the art aquatics, health, and fitness facility and park located in the North District. Currently, plans and work are underway for a swimming and exercise venue set within a dynamic recreational complex that features four full-size athletic fields overlooking premier views of Washington, D.C.

### Potomac Yard Park

Located in the South District, the 23-acre Potomac Yard Park features athletic and fitness space, playgrounds for children of all ages, picnic areas, and an interactive fountain all connected by miles of bike and pedestrian trails.

### Virginia Highlands Park

This 18-acre park is packed with fun complete with lighted athletic fields, synthetic turf, courts for every sport, and a spray ground to cool off in the hot summer.

### Social Sports

National Landing hosts several social sports leagues in the Central District including street hockey, touch football, soccet, bocce, and softball. Additional fitness and recreational options like boot camp, runs, and yoga are offered weekly by community partners.

### Daingerfield Island

Access to an existing marina for boating, kayaking, and other recreational uses on the Potomac River.

# Exciting Foods, Rare Finds, and Endless Entertainment

National Landing is alive and beats with the latest cuisines and food concepts. The community is a place for innovation and that's not just technological innovation, but also food innovation. Famous chefs choose National Landing to test out their latest concepts and unveil new products. Regardless of what you're looking for, there are choices to satisfy every discerning palate and even the pickiest of eaters. From fine dining overlooking Reagan National Airport and the Potomac River, to a great breakfast sandwich, you can find it all.

Residents are pleased with the convenient grocery stores and short lines, including a Whole Foods Market. And there is always something to do after dark, whether its meeting friends at the local restaurant or bar, catching the latest theatrical performance or hot movie, or just chilling at the Water Park with a glass of wine.

Convenience is a key value in National Landing. The modern resident and worker want everything close by with minimal hassle. National Landing delivers. Convenience retail, numerous fitness centers, spas, indoor rock climbing, new-age cinema—it's all there just steps away from the office.



### Del Ray

Located just minutes from the South District, Del Ray is recognized for its vibrant main street that includes great eats and numerous festivals throughout the year.

### Pentagon Row

Located in the North District, Main Street charm and big-city selection, this outdoor, walkable shopping center features dozens of specialty shops, luxurious spas, and a variety of dining.

### Crustal Drive

JBG SMITH has programmed several hundred thousand more square feet of retail along this busy retail corridor including the Alamo Drafthouse Cinema, boutique grocers, bars, and restaurants with unique open spaces throughout National Landing.

### Potomac Yard Market Square

The future Potomac Yard Market Square will concentrate 7.5 million square feet of mixed-use development around the new Potomac Yard Metrorall station, including office, retail, and residennal. The plan envisions a new civic plaza at the Metro station; expansion of parks, open space, pedestrian and bike routes; and flexibility for integrating emerging and future technologies.



## An Artsy Vibe

What once was a quiet outpost for secret federal government installations and contractors, is now a thriving community with an underground arts seene. With interesting public art, unexpected fashion runways, and a maker's space envied by any tradesman, this community surpnises and delights. Embracing the unexpected is truly what this community values. Pop-up outdoor beer gardens, farmer's markets, and unique special events continue throughout the year, keeping residents active and engaged.

### Art on the Avenue

A multi-cultural arts festival celebrating our community's diversity through the arts in the Del Ray neighborhood. The annual festival draws over 50,000 visitors to the neighborhood to experience the art, food, music, and activities.

### Art Walls

Local artists bring color and energy to the Central District through murals, street art, and multimedia.

### Art Underground

Transforms the Central Districts interior retail space into a vibrant art and cultural destination with galleries, studios, interactive exhibits and activities, performance and classroom spaces, ArtJamz retail store, and a bost of special events.

### Synetic Theater

As the nation's premier physical theater company, Synetic brings world-class performances and more than 40,000 people annually to the area with camps, classes, and youth productions.

### Crystal Couture Show & Sale

Every February, Central District becomes the region's fashion capital with Show & Sale. The area is transformed into a fashion hot spot filled with boutiques, free makeovers, runway shows, and more.





### Sip & Salsa

Sip & Salsa serves up the best in Latin wine, live music, and salsa dancing, showcasing the Central District's tasty restaurants with giant paella in beautiful open spaces.

### 1K Wine and Beer Walk

The 1k Wine and Beer Walk gives tasters an opportunity to sample from a variety of wines while walking and shopping (sipping and stumbling) their way through the Central District Shops.

### Fridays at the Fountain

Every Friday, June through October, residents, visitors, and workers are invited to the Water Park for a relaxing evening under the lights with live music and delicious wine and beer.

### Pups & Pilsners

National Landing is a dog-friendly community and we celebrate with an annual festival featuring a beet garden with craft brews, live music, and dog-related vendors including pet adoption.

### Food Truck Thursday

Get your lunchtime food truck fix at Food Truck Thursday. Each week, the event brings soroe of the region's best mobile culinary offerings together creating an energetic and fun atmosphere along Crystal Drive.



## A Safe, Culturally Rich Neighborhood

National Landing is first and foremost a community that cares. People are engaged, volunteer, and give back at every opportunity. Additionally, Arlington and Alexandria's top professional public safety agencies keep the area safe through quick response times, mutual aid agreements, ongoing community outreach initiatives, and highly trained staff.





## JBG SMITH: Owner as a Partner

### **Economic Structure Flexibility**

Given the scale and anticipated long-term growth plans that Amazon has, economic certainty as well as asset control flexibility are critical. JBG SMITH is open to numerous economic structures including but not limited to:

- Traditional Leases: JBG SMITH could lease office space to Amazon which includes expansion rights over a reliable and predictable schedule.
- Fee-Simple Land Saies: JBG SMITH could execute outright sales of parcels to Amazon in a single sale or a series of phased sales with pre-negotiated land pricing, allowing Amazon to lock in predictable pricing over a set schedule.
- Fee Development of New Buildings: IBG SMITH
  could develop building(s) on land parcels we control
  in partnership with Amazon as built-to-suits allowing
  Amazon to customize their new HQ2 campus with
  maximum flexibility.
- Joint Ventures: JBG SMITH could enter into joint venture partnership(s) with Amazon with each party holding capital accounts in a new partnership with negotiated governance, liquidity rights, and business plans.
- Ground Leases: JBG SMITH and Amazon could enter into traditional ground lease structures whereby JBG SMITH would be the ground lessor for a 99-year period and Amazon could be the ground lessee on parcels of land with negotiated land values upfront to set the ground lease values and ground rent.

 Option Structures: In conjunction with the potential structures listed above, JBG SMITH could consider allowing Amazon to control certain pieces of land/ buildings through options that would allow control over sites and locations while also providing some flexibility to adjust sizing, timing, pricing, and ownership over time.

### A Creative Housing Partnership

JBG SMITH manages over 11,000 apartment units of all kinds in the most sought-after neighborhoods, with thousands more underway and in the near-term pipeline—many within a 15-minute bike ride of National Landing.



# Amazon and Virginia: A novel partnership proposal

### Virginia's proposal to Amazon:

Amazon seeks room to grow its businesses, talent to drive innovation, and regional infrastructure to properly support the magnitude of its HQ operations. Amazon's HQ2 priorities largely mirror Virginia's economic priorities – to strengthen our position as a leader in innovation, grow our already robust, high-tech talent pool (and pipeline), and get ahead of the curve on transportation infrastructure. Accordingly, Virginia is uniquely positioned to be Amazon's growth partner for HQ2, with a willingness to invest alongside Amazon.

### For HQ2, Virginia envisions a new model of economic development for the 21st century:

We propose not only a competitive incentive offering but also a comprehensive, strategic investment program designed to position HQ2 and Virginia's entire tech ecosystem for long-term success. State incentive grants will lower Amazon's start-up costs, while strategic state investments in talent and infrastructure will ensure that Amazon's chosen Virginia location provides a fertile environment to sustainably support HQ2's rapid growth as well as the growth of other tech employers.

### Virginia is offering a bespoke partnership proposal with the following new state commitments over 20 years for a 25,000-job commitment:

- Provide post-performance state incentives to offset Amazon's workforce development costs (up to \$550 million for 25,000 jobs): Performance-based grants for job creation will offset a substantial portion of expenditures for talent acquisition and development.
- Produce (even) moce talent (up to \$1.1 billion, with additional funding to be raised or contributed by higher education partners): The critical path for growing Amazon's core (Marketplace, Prime, and AWS) and emerging pillars is attracting, developing, and retaining world-class talent. Virginia has crafted a comprehensive strategy to dramatically expand Virginia's high-tech talent pool through a performance-based tech-talent pipeline initiative, which would benefit Amazon as well thousands of other tech employers across the Commonwealth.
- Invest in infrastructuce to get ahead of Amazon's growth (\$195 million): Amazon's experience in Seattle underscores the partner region's need to Invest in multimodal transportation infrastructure. Virginla will invest proactively to ensure HQ2 does not experience constraints to growth.

Focus area	Component	Description	Size (\$MM)
Company incentive	Provide post-performa incentive grants	Provide post-performance job-creation grants to offset Amazon's talen acquisition and development costs associated with standing up HQ2	550*
Tech-talent pipeline initiative	Expand tech-talent pip across Virginia	Expand Virginia's statewide tech-talent pipeline, adding 12,500-17,500 beline degrees in computer science and closely related fields in excess of curre over the next 20 years, as well as invest \$25 million in expanded internst opportunities to connect tech students to tech jobs	nt levels
	Launch tech campus(e	Build a tech campus (or two distinct campuses) alongside a leading an university that will attract and retain top talent globally, creating an ad 12,500-17,500 master's degrees in computer science and closely relate excess of current levels over the next 20 years	ditional Up to 375**
	Broaden K-12 tech-tale pipeline	Boost the tech-talent pipeline of the future by further developing and of K-12 tech-talent education programming	deploying 25
Regional infrastructure expansion	Enhance multimodal transportation infrastr	Provide state support for priority transportation infrastructure projects ucture improve mobility in the region	s that will 195***
Total of company incentive	es .		550*
Total of state competitiven	ess investments (tech-talent pip	eline initiative and infrastructure expansion)	Up to 1,305****

<sup>\*</sup> Maximum value of SSSO million assumes company creates 25,000 jobs with average annual wages of \$150,000, plus benefits, escalated at LS% annually. Up to \$200 million in additional company incentives (for a cumulative total of \$750 million) is available if the company creates a total of 37,850 qualifying jobs within 20 years

<sup>\*\*</sup>Value represents the maximum new state investment in capital and operational support that may be required to achieve the referenced degree production outcomes. Participating institutions will enter into MOUs that detail their plans for growth, state funding commitments, annual reporting requirements, and future funding parameters associated with performance. The total new state investment to grow bachelot's-level tech-talent education will be determined in part by how much of the growth in computer science and related fields is associated with an overall increase in college graduates at each institution and how much relates to a shrft in the degree-field mix that may occur at some institutions.

<sup>\*\*\*</sup> Maximum value of \$195 million assumes company creates 25,000 jobs with average annual wages of \$150,000, plus benefits, escalated at 1.5% annually. Up to \$100 million in additional state infrastructure commitments (for a cumulative total of \$295 million) is available if the company creates a total of 37,850 qualifying jobs within 20 years

<sup>\*\*\*</sup> Maximum value assumes company creates 25,000 qualifying jobs and assumes maximum potential state investment for the tech-talent pipeline initiative

## Virginia can guarantee long-term stability to a greater degree than any other state, through its unique structures and proven track record

- Stable long-term partner through VEDP: Created as a state governmental
  authority more than two decades ago, VEDP was designed in large part to
  ensure stable state economic development leadership in contrast to most state
  economic development organizations (EDOs). A nonpartisan, professional state
  EDO, VEDP will serve as a stable, committed, long-term partner to Amazon,
  offering condierge-style services to support HO2's success.
- Exceptional governance with stable government partners and elected
  officials: Virginia is ranked 2nd nationally for the quality of its state
  administrative functions, and is committed to maintaining its top credit rating.
   Virginia's friendly tax and regulatory policies provide Amazon a predictability in
  operations with no need to consider repatriation of profits from Canada.

Proven track record for private-sector partnerships: For decades, Virginia has
consistently ranked as a top state in which to do business, with CNBC, Forbes,
Site Selection, and others regularly praising the state's business environment.
Virginia and Amazon have also partnered successfully together in the past on
the expansion of the AWS east coast campus.

## Provide performancebased incentive grants

### Outcome

Through up to \$550 million in post-performance incentive payments, the state will reimburse Amazon for talent acquisition and development costs.

### How it will work

Post-performance incentives of \$22,000 per new job will be provided, with payments to occur four years after each job is created. Qualifying jobs must pay \$150,000, plus benefits, escalated at 1.5% annually.

If the company creates more than 25,000 qualifying new jobs, a post-performance incentive of \$15,564 per new job in excess of 25,000 jobs, up to 37,850 jobs, will be available, for a potential total additional incentive of \$200 million.

Our recently developed economic growth strategy for the Commonwealth of Virginia envisions the technology sector as the principal driver of Virginia's high-wage employment growth for many years to come. With HQ2, Amazon and Virginia share a historic opportunity to build on our complementary strengths while further cementing our respective leadership positions—Amazon as one of the most important private-sector innovators in the world, and Virginia as America's premier state for talent, innovation, and business investment. Through our collaborative efforts, we also can craft a unique partnership that will establish a new, higher standard for economic development in America.

Stephen Moret, President & CEO, VEDP

## Expand technology talent pipeline

#### Outcome

Leveraging Virginia's world-class public higher education system, the Commonwealth will increase production of bachelor's degree graduates in computer science and closely related fields by at least 12,500-17,500 degrees in excess of current levels over 20 years (doubling current degree production levels in less than a decade).

### How it will work

Provosts, CFOs, Vice Presidents for Research, and Deans at Virginia's public universities have been engaged with VEDP to provide input on what it would take to dramatically expand production of degree programs typically associated with the high-tech sector. These leaders have enthusiastically committed to expanding production with state support.

Subject to performance-based agreements to be negotiated with each public community college, four-year college, and university across Virginia that wants to participate, state funding will be provided to recruit faculty, address capital needs, and provide ongoing enrollment support necessary to more than double existing levels of degree production in computer science and closely related fields. The overall program will include five components: (1) a K-12 tech-talent pipeline initiative; (2) a community college program; (3) bachelor's-level education; (4) master's-level education (described oo following page); and (5) a tech internship program for higher education students.

Performance-based funding will be focused on the expansion and modernization of degree programs essential to the high-tech sector (e.g., computer science, computational sciences, software engineering, and possibly data science), to be developed in close collaboration with industry leaders, including but not limited to Amazon.

### Virginia's higher education institutions are prepared to:

- Recruit new faculty in focus areas relevant to Amazon and other leading tech
  firms, such as computational sciences, artificial intelligence, data sciences,
  machine learning, natural language processing, and cloud computing
- Design curriculum to ensure graduates are equipped with essential skills and technical areas of expertise that are relevant to industry
- Develop cooperative programs to create a natural feeder pmgram for Amazon and other high-tech firms

### Motivation for this initiative

Since attracting, developing, and retaining high-quality talent is Amazon's single biggest limiting factor for growth – as well as that of bundreds of other tech firms in Virginta – we are committed to investing in expanding our already mbust, existing talent base to meet the growing needs of Virginia's tech ecosystem. While the D.C. metro area is already the largest producer of computer science graduates in North America, Virginia plans to keep increasing the available pool of talent – in Northem Virginia and across the Commonwealth.

## Launch a tech campus

### Outcome

Virginia will build at least one world-class tech campus alongside one or more anchor higher education institution(5), which will attract and retain top talent globally, adding at least 12,500-17,500 master's degrees in excess of current levels over 20 years.

### How it will work

Virginia will commit up to \$375 million, subject to a one-to-one match with philanthropic funds raised by the university(ies), to the anchor academic institution(s), with funding available for both capital investment and operational support over 20 years.

### Motivation for this initiative

While Virginia's institutions are already producing tech talent in frontier areas (e.g., Virginia Tech's Data & Decision Sciences, Integrated Security, and Intelligent Infrastructure for Human-Centered Communities; GMU's Cyber & Analytics program; or VCU's artificial intelligence and voice programs), higher education

trends indicate dedicated facilities (e.g., technology buildings and campuses) are a compelling means of attracting and developing top talent. Virginia is committed to maintaining its competitive edge, through building a tech campus, in order to be a long-term talent partner for Amazon.

Upon completion, the tech campus(es) will be a center of gravity for innovation and attract talent from across the world, giving Amazon proximate access to graduates. Through input in curriculum development, Amazon and other leading tech firms will be able to have yet another natural feeder program for talent and be able to cultivate world-class, innovation-driven talent. As our tech ecosystem's needs change over time, the courses and curricula can be adapted too.

### CASE STUDY: CORNELL/TECHNION

New York City offered \$100 million and land on Roosevelt Island in a competition to attract a premier applied sciences campus. In December 2011, Comell and Technion (Israel Institute for Technology) beat out six competing bids to build a \$2 billion campus on Roosevelt Island on the East River-side of Manhattan. The campus will feature both a graduate school and a startup incubator; however, this represents just phase 1 of a 3-phase development that is expected to be completely finished by 2043.

## Broaden K-12 tech-talent pipeline

### Outcome

Boost the tech-talent pipeline of the future by further developing and deploying K-12 tech-talent education programming.

### How it will work

Building the tech-talent pipeline starts with a public K-12 system that includes integrated STEM and computer science curriculum for every student. Virginia led the nation by adopting computer science standards across the K-12 continuum, and is continuing to equip teachers to implement them effectively.

However, in order to meet the growing needs of Amazon and other high-tech employers, additional investments are needed to bring high-quality STEM and computer science teaching and learning to scale. Therefore, over the next 20 years the state will invest \$25 million statewide in new funding in the K-12 STEM and computer science experience for students and teachers. This investment will enable the Commonwealth to provide ongoing professional development to current and future teachers; create, curate and disseminate high quality curriculum and resources; support summer and after-school programming for students; and facilitate meaningful career exposure and work-based learning opportunities in high-demand fields.

### Motivation for this initiative

Virginia understands that it is not only the talent pipeline that Amazon and other tech companies have access to today that matters, but also what this talent pool will look like in the decades to come. Further developing robust K-12 tech-talent programs will ensure that students cultivate the robust skill sets and interest in tech fields from a young age, expanding the future talent pipeline, and giving Amazon and other small and large tech firms access to incomparable talent for decades to come.

And it is not just future tech employers who will benefit from this investment. The development of K-12 tech-talent programs will build on the strengths of Virginia's leading public school system, making Virginia an even more distinctive option for future employees who consider raising a family, or who already have young children.

#### CASE STUDY:

Virginia Tech offers Kid's Tech University (KTU), a year-long STEM program for 9-12 year-olds throughout Virginia. Since its inception in 2002, thousands of students have ignited their passion for the sciences through the monthly interactive sessions and lectures, and the ongoing virtual lab. KTU's virtual classroom labs are a useful model of easy, affordable access to quality STEM education at scale. We could offer a similar model of MOOCs across Virginia's public schools that would increase STEM scores around the state without high operational or RED costs.

## Enhance multimodal transportation infrastructure

Virginia is home to Thomas Jefferson High School for Science and Technology (Ranked #2 STEM-focused high school in America). Thomas Jefferson High School uses a STEM-focused curriculum that starts with the Integrated Biology, English and Technology program, requires AP Calculus and a year of programming (Python, J++), and culminates with a technical lab project for seniors. The rigorous, structured curriculum provides a robust tech skill base in students, and serves as an excellent model for future STEM schools. Thomas Jefferson boasts more than 10 specialized research labs, ranging from astrophysics to oceanography, along with funding for student-driven ideas. One such lab developed TD3SAT, the first and only satellite to be launched by high schools students, in 2013. With funding support from Virginia, and technical expertise from Amazon, future STEM schools can act as incubators.

### Outcome

Undertake transportation system capacity enhancements to get ahead of Amazon's anticipated commuter demand.

### How it will work

Virginia will invest up to \$295 million (\$195 million for the creation of 25,000 qualifying jobs, and an additional \$1,00 million for a total of 37,850 qualifying jobs) to address transportation connectivity enhancements necessary to meet anticipated demand from Amazon's employees commuting to and from work. Anticipated priority projects include additional entrances to the Metro stations at Crystal City and Potomac Yard; improvements to Route 1: a connector bridge from Crystal City to Washington National Airport; and a transitway expansion supporting Pentagon City, Crystal City, and Potomac Yard.

### Motivation for this initiative

While National Landing already offers a variety of attractive options for mobility and transportation capacity, Amazon's headquarters will bring anticipated increases in demand. Virginia is committed to making infrastructure improvements to the regional transportation system that will ensure Amazon's employees have a hasslefree, enjoyable commute to and from work, via public transport, and that residents in the area benefit from an enhanced transportation system.





## National Landing: Summary of local proposals offered

Focus area	Component	Description	Timing	Size (\$MM)
Direct benefit to Amazon	Transient Occupancy Tax (TOT) Grant	Available in the North and Central Districts (Arlington County), an annual pay-for-performance grant tied to the company meeting annual office occupancy targets. The incentive comes from a portion of the new incremental reverue from the County's vasting TOT tax, which is a tax paid by tourists and business travelers on hotel rooms or other paid lodging	Investment over 15 years, subject to performance	23*
Benefit to employees	Relocation Assistance	Arlington County will provide support for new and relocating employees, such as regional business integration, training, community familiarization efforts, and tailored communing and transit network information	On-going/As needed	In-kind
investment in the site and market	Connectivity and Transit	A collection of projects (e.g. new Metro station, existing Metro station improvements, street infrastructure improvements) will directly beseft Amazon HQ2 employees with a focus on providing a wide vanety of options to traverse between office nodes and area amenities	Investment over 15 years	570
	Affordable Housing On and Around Site	Arlungton County and the City of Alexandria will fund affordable housing bolstered by revenue generated from Amazon's presence in their communues. Combined, the comroundines project annual investment of at least 515 million for the next decade, resulting in the creation and preservation of 2,000-2,400 units	Investment over 10 years	150
	Strategic Infrastructure Investment	Arlington County proposes using a portion of new incremental revenue generated by Amazon within the existing Tax Increment Financing (TLF) area to make strategic infrastructure investments in and around National Landing	Investment over 10 years	28**
	Innovation Campus	The City of Alexandria will consider financial incentives or participation in the project, including but not limited to, foregoing real estate taxes for parcels/buildings owned by Virginia Tech, facilitating tax-exempt band financing, one-time grant payments and forgiveness of required developer contributions associated with site for	Investment over 20 years***	20***

<sup>\*</sup> Estimated value, based on Amazon occupying 6 million square feet over a 15-year performance period; grants paid annually

Estimated value, This is not a grant to the company
\*\*\* 20 year estimate-foregone real estate taxes continue as long at the university retains ownership of parcels/isolidings

### Additional Programs Available

### Investment to be determined by project parameters moving forward:

The City of Alexandria and Arlington County have a wide variety of additional investment and relocation tools to assist new corporations when choosing Northern Virginia. While not comprehensive, some of the tools available are highlighted below.

Technology Zone: In the Central and North Districts (Arlington County), qualified technology companies receive a 50% reduction in business license tax rates for 10 years.

Workforce Development & Training: Various programs and assistance are available to assist with employee recruitment, training, and retention.

Green Building Density Incentives Available in the Central and North Districts, Arlington's Green Building Density Incentive Program allows developers to earn additional building density in exchange for achieving LEED Silver (or higher) and postoccupancy Energy Star certification.

ConnectArlington: Arlington established a fiber optic network for its own use, which also includes additional capacity designated for long-term expansion. Arlington's ConnectArlington program allows businesses access to this additional capacity for highspeed, secure data transmission.

### Approvals

Upon acceptance, further action is required to create the appropriate legislation and subsequent formal approvals from the Arlington County Board, the Arlington County Industrial Development Authority (IDA), and the Alexandria City Council. Accordingly, this proposed investment should not be considered as a binding obligation of Arlington County or the City of Alexandria. Any final performance agreement will reflect the input of the Arlington County Board, the Arlington County IDA, the Alexandria City Council, as well as Amazon's final project investment, square footage, employment, and wages. A signed performance agreement between Arlington County, the IDA, the Alexandria City Council, and Amazon will be required, outlining the expectations associated with the project. Any public disclosure concerning this project must be coordinated and publicly announced first by the Commonwealth of Virginia, Arlington County, and the City of Alexandria in order to take full advantage of these programs.

### **Provisions**

In either jurisdiction, it will require the execution of a detailed performance agreement to be crafted with the company. The performance based agreement will provide for a commitment by Amazon to minimum levels of capital investment, lease/purchase of square feet, and creation of new jobs, as well as a timeline for reaching these milestones, and in exchange, a commitment by the City of Alexandria and Arlington County to execute the investments on a timeline coordinated with the achievement of the company's milestones. This will result in a tiered delivery of investments to the company—as Amazon invests, so will the City and County.





# Letters



# COMMONWEALTH of VIRGINIA

Office of the Governor

Terence R. McAulitie

October 16, 2017

Mr. Jeff Bezos Chief Executive Officer Amazon 2121 7th Avenue Scattle, WA 98121

Dear Mr. Bezos:

As Governor of the Commonwealth of Virginia, it is my distinct honor to propose Virginia as the future home of Amazon HO2.

It has been exciting to see Amazon prosper in the Commonwealth, with the support of state, regional, and local partners with you every step of the way. The company has played a pivotal role in our efforts to diversify and huild the new Virginia economy with steady growth in fulfillment operations, web services, data centers, and renewable energy deployment throughout the state. In fact, Virginia is now recognized as one of the leading states in the nation for renewable energy development and job retain or related to that important and growing sector.

Amazon and Virginia have a lot in common. Your customers come first, and in Virginia, we put corporate partners first.

Your leaders are innovative, open to new ideas, always seek improvement, and demand exceptional talent. You know firsthand that the same is true in Virginia. The expansion of Amazon's footprint across the Commonwealth is a testament to our workforce and business elimate. We are committed to offering the best technology talent and infrastructure in the nation, and will never stop striving for improvement.

Virginia has a world-class workforce that is due, in part, to our commitment to invest in workforce education and training. We want to ensure that Virginia businesses have access to qualified, job-ready workforce. Since 2014, Virginia has increased the number of non-degree, industry-recognized credentials aligned with STEM-intensive occupations by 36%, and now awards more than 50,000 such credentials annually throughout the public workforce system. Virginia has the nation's highest concentration of workers in Computer and Mathematical

Patrick Henry Buckling • 1111 East Broad Street • Richmond, Virginia 23219 18041786-2211 • TTY (800) 828-1120 www.novernor.virginia.gov Mr JeiFBezos October 16, 2017 Page 2

Occupations, a rank we expect to maintain through continued investment in response to the needs of business and industry.

While we pride ourselves on excellence, the cornerstone of Virginia's business reputation is integrity. You will not find a more loyal and trustworthy team to help your company navigate, and we will be your champion at every turn.

Amazon leaders possess strong judgment and good instincts, and so does Virginia. We know that HQ2 belongs in the Commonwealth, and we want to prove it to you.

The first English settlement in North America began in Virginia as a global business venture, and, more than 400 years later, the Commonwealth still represents the gateway for enterprise. We want Amazon HQ2 to become part of Virginia's rich history.

We look forward to hosting you in Virginia during the site selection process.

Sincerely

Terence R. McAuliffe

# United States Senate

October 18, 2017

Jeff Bezos Chief Executive Officer Amazon 2121 7th Avenue Seattle, WA 98121

Dear Mr. Bezos:

As members of the United States Senate and as former Governors for the Commonwealth of Virginia, we add our support to every local, regional, and state official in assuring Amazon that Virginia is the best location for your next expansion - 1102.

The Commonwealth has business success in its DNA. The success and diversity of companies that call Virginia home is a testament to what can be accomplished in the Commonwealth.

Virginia continues to play a critical and rapidly growing role in the technology industry. The Commonwealth has the second-highest concentration of tech workers in the nation. And with some of the world's leading research universities, Virginia is committed to providing Amazon with a talent pool that is consistently prepared for changing technologies, delivering a pipeline of skilled amplicants for Amazon.

We want to work with Amazon to foster the innovation of technology companies in the U.S., starting right here in the Commonwealth of Virginia. Here in Virginia, we insist on high standards and think big, too. Let us show you what Virginia and Amazon can accomplish

Sincerely,

MARK R. WARNER

TIM KAINE United States Senator "Amazon leaders possess strong judgment and good instincts, and so does Virginia. We know that HQ2 belongs in the Commonwealth, and we want to prove it to you."

Governor Terry McAuliffe



# COMMONWEALTH of VIRGINIA

Office of the Lieutenant Ginternin

Ralph S. Norshom

October 18, 2017



Mr. Jeff Bezos Class Executive Officer Amszon 2121 7th Avenue Seattle, WA 98121

Dear Mr Bezos:

As the Lieutenant Governor of the Commonwealth of Virginia and the Democratic nominee for Governor, I pledge my unwavering support for Amazon's growth in the Commonwealth

Virginia is known for its biparsisan success in winning major projects, and both sides of the aisle agree. We want Amazon HQ2.

Companies continue to choose Virginia for its strategic Mid-Atlantic location that is within a one-day drive of approximately 43 percent of the U.S. population, with multiple national and international gateways. Add a pro-business environment underpinned by exceptional transportation and atllity infrastructure. America's best public higher education system, a growing and highly talented workforce, and excellent quality of life, and the Commonwealth offers many critical location factors that corporate decision-makers are seeking

I am committed to bolstering Virginia's centuries-old legacy by adapting business solutions, education, and skills training to provide a workforce and business climate geared to 21st century demands.

Through Virginia's submission for HQ2, we demonstrate that the Commonwealth is wellpositioned to serve as a key base of operations, I have every confidence that Virginia will match Amazon's ealiber by providing the highest standard of performance and innovation

Thank you for considering the Commonwealth for Amazon HQ2. It would be a great privilege to host you in Virginia.

Post Mice Rev 1995 . Rubowell Sugaria 23215.



EDFORVIRGINIA.COM October 17, 2017

Mr. Jeff Bezos Chief Executive Officer Amazon 2121 7th Avenue Seattle, WA 98121

Dear Mr. Bezos:

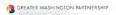
As the Republican nominee for Governor in the Commonwealth of Virginia, I went to make clear my support for Amazon to bring your second headquarters (HQ2) to

to the Commonwealth, we have long-standing traditions of working across that aisle in a bipartisan manner for the greater good of our citizens. Should I have the opportunity to serve as Governor of Virginia, I will be a thoughtful, bipartisan leader committed to enacting policies that favor economic growth, job creation and prospenty for all Virginians.

Virginia is home to world-class universities and research centers. We are also home to a population that is talented, hardworking, and we are known for our signature warm hospitability. It is my hope that you will chose to call Virginia home to HQ2 and that you will partner with us in this exciting next phase of Amazon's growth.

If I am antrusted with the governorship. I commit to you that the Commonwealth of Virginia will be a partner to Amazon and looks forward to growing with you.

PAID FOR AND AUTHORIZED BY ED GILLESPIE FOR GOVERNOR



# WHO WE ARE

The Greater Washington Partnership is a first-of-tis-kind civic alliance of CEOs in the region drawsing from the leading employers and entrepreneurs committed to making the Capital Region of Baltimore, Washington, and Richmond one of the world's best places to live, work and build a business. Employing nearly 200,000 people across the region, we leverage our CEOs and their organizations' capabilities, resources, and influence in service of the public interest. The Partnership's formanon in late 2016 — with the support of the political leadership of Maryland, Virginia, and the Dixtrict of Columbia – comes from a recognition that the CEOs of the leading employers need to consistently he at the table, weaking together to help break down the barriers that hold back solutions. We are committed to the region for the long-term, fostering unity and advancing growth to ensure that we achieve our full potential. The Partnership will drive two foundational outcomes for the region – improving the region's transportation system and enhancing our region's stating to develop, arrived and retain the telent our region's businesses need

The CEOs that make up oor organization span the geography of our region, employ nearly 200,000 people in the region, and represent a wide range of innovative organizations across industries, including Capital One, Northrop Grumman, Under Armour, and Dominion Energy. The full list of our Board Members is included at the end of this document.

We look forward to partnering with Amazon to make your expansion in the Capital Region a success.

## Our Vision

By working together ...

We will leverage our unique strengths, our diversity and the power of commerce to help make the 'Capital Region' of Baltimore, Washington, and Richmond

a dynamic and inventive business environment with a purpose driven community

a home for those seeking opportunity to fulfill their aspirations and thrive

an economic power house that attracts the creatives, entrepreneurs, technologists and people who diearn big

a place with the transportation, housing, education, and healthcare systems designed and shaped for the 21st century a global magnet for talent and innovation

Establishing Baltimore, Washington, and Richmond as the model for a thriving superregion

1



# OUR REGION

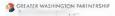
The Capital Region of Baltimore, Washington, and Richmond is the third largest U.S. regional economy and seventh largest in the world with more than 10 million residents and over 5x50 billion in annual gross regional product. With unparalleled strengths and asserts – our highly educated, diverse and talented people, our world-class universities and federal research facilities, our global connectedness though our argorist, ports, embassies, and digital infrastructure, and our unsique position as home to the U.S. Federal government – the Capital Region provides an unmatched opportunity for Amazon's second headquarters facility, accessing the best of an increasingly interconnected super-region.

The world's most educated, tatlented, and diverse world/nerce. Our region has always been a magnet for those secking to solve the world's most complicated and impacted problems, from technologists seeking to put a man on the moon or sequence the human genome, to visionaries attempting to make our country and our world more secure and more jost. With a work bree of 6.7 million spanning from Baltimore to Richmond, our region offers the deepers, most diverse, most highly educated work force of any region in North America. 46 percent of the region's working age adults have at least a bachelor's degree, more than any other region in the U.S. We rank second amongst U.S. regions for STEM workers in computer and mathematical fields and tech oriented degrees and certificates. We have a significantly more diverse work force than the U.S. a erange, and there are more than 184 languages spoches across the region. And with nearly one million students enrolled in the more than 100 higher education institutions across the region, graduating 26.5000 each year, our talent pipeline is unmatched.

The world's feating technology, research, and ideas hab. Our region has long been the home to some of the world's leading scientific and candemic research, developing and translating technologies that have driven the global economy's growth for decades. We have 115 federal labs and federally-funded research institutions, providing global leadership in a range of potential breakthrough areas from precision medicine to applied physics to advanced materials to digital seconty. And in a world where technology, matkets, and governance are increasingly interrumed, locating business decision-making, product development, and commercial operations in a region fluent in the worlds of both business and policy can sput innovation and more effectively unlock opportunity that benefits all.

The world's global gateway. Since the founding of the United States, the Capital Region has grown in its global influence and connectedness. A home in our region puts you at the center of the most connected place, anywhere in the world more than 175 embassies providing immediate access to leaders and governments in every major country, four international airports (Washington Dulles, BWI Marshall, Reagan National, and Richmond International) providing direct connectivity to every major domestic and international destination, the Ports of Vinginia and Baltimore at the southern and northern edges of our useign providing global fieight connectivity, and the densest intersection of fiber networks anywhere in the world.

- 2



## GREATER WASHINGTON PARTNERSHIP'S COMMITMENT TO AMAZON

The formation of the Partnership is a demonstration of the commitment that our region's leading employers and enterpreneurs have to the long-term health and vitality of the Capital Region. Our long-term posspective will help to define our region's agenda—cutting across political cycles and party lines – and our near-term urgency and fact-based approach will unlock solutions to the issues most important to our region's competitiveness and prospective employers

## Fostering Unity

Our commitment is real. By fostering unity across the business, government, academic, and philanthropic sectors, we can enable the ongoing collaboration needed to drive solutions that cut across our tegion geographic and political boundaries. We know what our region has to offer, and we know that with the consistent participation and engagement of CEOs representing employers in the region we can shape the best place in the world to live, work, and build a business.

# Our Priorities

Regional Mobility: A region's transportation is central to quality of life, a transient and retaining a world-leading workforce, and driving inclusive growth. The Capital Region driving inclusive growth. The Capital Region driving inclusive growth are capital region investments and strong underlying transportation assests, but we recognize that more need address the above to fully hamses the againomeration benefits of our emerging super-region, and address the challenges that accompany growth. The Partnership is committed to developing, advocating for, and eventure at range of solutions focused around four primary concernes:

- Connecting the super-region. We must connect our major activity centers through fast, reliable, and diverse transportation options, beginning with world-class connectivity between the business centers in Washington, Baltimore, and Richmond.
- Improving the consumer experience. Travel to and from daily destinations should be seamless and reliable across a network of transportation options cutting across our region's jurisdictional boundaries.
- Ensuring equitable access Every resident of our region regardless of his or her community – should have a ffordable transportation access to employment and educational opportunities, enabling economic mobility and opportunity,
- Integrating innovation: With our size and diverse population, the Capital Region can lead
  the nation in providing new mobility options to its residents and businesses by incentivizing
  and enabling the consistent, seamless, and rapid adoption of transformative innovations,

Izch Talent: Our region's human capital is its greatest asset, with high educational attainment levels and a robust university and educational system. Nevertheless, with rapid evolution of technologies and an increasing reliance on knowledge workers, we recognize that employers and education providers must work more closely and more aimably than ever to ensure we remain a premier source and destination for silent, and one that is highly responsive to the needs of its employers. To that end, the C apital Region is building on its many areas of strength, including its global leadership in secure information technology. Today, the region produces more than 2.5.



times the number of graduates prepared for caseers in information security than any othes region in the country. As security becomes a central feature in all products being developed and commercialized, our employers and education providers are taking deliberate actions – including scaling programs in elementary, secondary and post-secondary education, and supporting the attainment of new skills and experience across our existing workforce – to position our region as a tub for the next generation of technology development. Developing needed responsiveness into our region's shillify to develop, attract, and retain tech-oriented talent will ensure that we have the workforce needed to enable employers to meet their rapidly evolving needs.

# Our Commitment to Your Success

Your decision will have a powerful impact on our region's trajectory—with it brings phenomenal new opportunities and real challenges that together we will confront. Our organization is committed to the long-term health and vitality of this region, driving the solutions growing businesses need to operate, hire, and thrive in this region.

You have our collective commitment to make your entry and growth in the Capital Region a success, and as part of that, a standing invitation to join the Greater Washington Partnership Together, as part of the region's leading employers, we will ensure that the Capital Region reaches its enormous potential

# GREATER WASHINGTON PARTNERSHIP - BOARD OF DIRECTORS

Run Berney Chor-	Led Lawton, Piers Chair	Peter Scher, Flew-Chair
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	Monumental Sports & Entertainment	JPMorgan Chase & Co.
Wes Hush	Chia Crane	Run Daniels
Charmon, CEO, and President	President and CEO	Prevident
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Bill Stromberg	Grant Verstanda	Mark Womberson
Provident and CEO	Losgister and CEO	Global Classroan and CEO
T Rowe Price	Railty Hookle	FY





October 11, 2017

Jeffrey P. Bezos Chief Executive Officer 410 Terry Avenue North Seattle, Washington 98109

Dear Mr. Bezos:

We are thriffed to share with you the many reasons why Greater Washington is the best region in North America for anchoring Amazon's new headquarters. As elected local government leaders, we know that our diverse, dynamic, and growing region provides Amazon with the ideal combination of talent, location, technological capabilities, connectivity, and vibrancy, coupled with an extraordinary quality of life.

As a resident of Greater Washington, you have already lift the ground running through your business. and other relationships. By locating in our thriving region, we see Amazon's potential as unlimited.

Greater Washington's strengths start with our people—our talent. Our workforce outperforms every other metropolitan area in educational attainment. Our outstanding colleges and universities, numerous technical college and specialty schools are preparing the next generation of exceptionally diverse talent, performing cutting edge research, and fostering connections across the globe thereby providing the best and brightest future workforce for Amazon. And as our economy continues to evolve and diversify, our deep talent pool is expanding. Our concentration of entreprenaurs and highgrowth compenies, such as information technology services, softwara, and business products and services, leads tha nation.

In addition to offering an unparalleled, strategic headquarters location on the East Coast-near other major metropolitan areas-with capacity for growth, Greater Washington provides Amazon with convenient access to key business players, including regulators and customars within the federal government. Our location is further strengthened by being a global center with three airports with international flights as well as foreign embassies and consulates.

Greater Washington's governments and businesses ara leaders in sustainability, such as green building construction and renewable energy use. Our region boasts a robust technology Infrastructure powered through reliabla, affordabla energy options. Our parks and natural resources are recognized and protected as vital assets, and we pride curselvas on the remarkable progress we've made to clean our air and waterways.

Our urban and suburban communities are a network of vibrant, culturally-rich, and interconnected hubs-marriets for professionals and business alike. We have one of the nation's most widely-used bus and reil systems, three major airports, an axpansive system of highways, and our region is known for its exceptional walkability and bikeability. In addition, our excellent school systems, museums, performing arts centers, restaurants and nightlifa all contribute to a high quality of life for our residents.

> 777 NORTH CAPITOL STREET NE. SLITE 300, WASHINGTON, DC 20002 WWC05,0RG (202) 963-3200

Jeffrey P. Bezos October 11, 2017

Greater Washington's identity has been shaped in farge part by an poenness and ability to incorporate new people and ideas. We are energized and excited by the prospect of Amazon making its second home here and are certain that Amazon and Greater Washington will be outstanding partners. Our region's combination of unique strengths guarantees long-term success for Amazon. And through synergies resulting from Amazon's presence in Greater Washington, we will transform our region in ways that will capture the imagination of the entire country and the world.

Mayor, District of Columbia

Chairman, Fairfax County Board of Supervisors

Rushern L. Baker, III

County Executive, Prince George's County

County Executive, Montgomery County

Chair, Arlington County Board

Chair, Loudoun County Board of Supervisors

Gorey A. Stewart Charman, Prince William Board of County

Supervisors

Allison Silberberg Mayor, City of Alexandria



October 5, 2017

Dear Amazon:

As you consider the Greater Washington region for your "HQ2," please know that Georgetown University would be pleased to partner with our Northern Virginia-based higher education colleagues to help develop Amizon's workforce of the future.

As a leading higher educational institution based in the Washington region for over two hundred years, we are confident our current and emerging diverse educational programs – in the liberal acts, sciences, and professional schools alike – could make significant contributions to your human capital needs.

Innovation is the key to unlocking Amazon's full potential in our region and – with the launch of our Massive Data Institute and the region's fair Recearch Data Center in partnership with the U.S. Census Bureau – we are pleased to be a part of the Greater Washington unnovation ecosystem. And with tremendous research capacity, our local universities are the perfect test bed for Amazon's cutung edge product development and data analytics projects.

We welcome the opportunity to discuss future partnerships between Amazon and Georgetown University.

(():

Christopher Murphy

Vice President for Government Relations and Community Engagement



# ARLINGTON COUNTY, VIRGINIA

OFFICE OF THE COUNTY BOARD

2100 CLARENDON BOULEVARO, SUITE 300 ARLINGTON, VIRGINIA 22201 5406 (703) 228-3130 • FAX (703) 228-7430 E-MAIL sourtypoerd@armgtenve us



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CHRISTIAN DORSEY LIBBY GARVEY JOHN VIHSTADT

Amazon
Office of Economic Development
c/o Site Manager Golden
2121 7th Avenue
Seattle, WA 98121

October 10, 2017

Dear Site Manager Golden:

Our colleagues on the Arlington County Board, our County employees and our residents would be thrilled to welcome Amazon and its employees to our community, and would welcome a new campus here with pride.

Arlington County offers you access to a year good of well-educated talent, nationally recognized digital infrastructure, and world-class momenties all within a few mantes of Washington's most talked about influencers and decision makers. Located just across the Potomac River from DC, Arlington County offers the greatest views of our nation's acqualat from our own urban skylines.

Over the past decade, Arlington has emerged as an unnovative, green and vibrant community, appealing not only to federal agencies such as the Department of Defense and the Defense Ard note of Research Projects Agency (DARPA), but also to fast-growing tech startups and international corporations like Applied Predictive Technologies and Bosing. These companies chose Arlington as their corporate home because of our stable and business-friendly environment, easy access to National, Dulles and BWI asports, modern transportation options, and a cosmopolitina flar that attracts a dynamic and diverse workforce, As a Courty recognized for our sustainable and strust growth-oriented development, we provide options that bulance ready secrets to a full complement of throst amentures while retaining the warmth and charm of a clow-chart replayborhood community.

We recognize that real estate decisions for a company are nat only critical from a financial perspective, but also critical to your greatest asset — your people. By expanding into the most highly-educated County in the nation, Amazon would join a community of curious and results-driven innovators and leaded.

Congratulations on the growth of your company and embarking on this incredible journey!

Sincerely. Ji settle

Jay Fisette, Chair, Arlington County Board

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Katte Cristol, Vice-Chair, Arlington County Board



# End Notes

# TALENT

Most highly educated metropolitan statistical area in the country: U.S. Census Bureau, 2015 American Community Survey 1-Year Estimates

Fifth ranked area for growing concentration of educated talent. Bloomberg (October 2017), "The Smartest Americans Are Heading West"

Largest increase across more than 1,800 jurisdictions.
RealtyTrac (September 2014), "Millennials Moving To
Markets With Jobs, Baby Boomers Downsizing To
Lower-Cost Markets"

Fairfax County has more than 200,000 members of Gen Y: George Mason University School of Public Policy (April 2014), "Growing Up and Aging in Place. Generational Demographics in the Washington, DC Region"

Best locations for millennials: Niche, "2017 Best Cities for Millennials in America"

Fourth largest growth in international population. U.S. Census Bureau 2016, American Community Survey

African Americans fill ~17% of all technology jobs: The Guardian (August 2017), "Segregated Valley. the ugly truth about Google and diversity in tech"

Women fill 41% of all technology jobs: SmartAsset (April 2017), "The Best Cities for Women in Tech in 2017"

Best city for women in tech: SmartAsset (April 2017), "The Best Cities for Women in Tech in 2017"

Software developers earn an annual average of \$114,000: Bureau of Labor Statistics, Occupational Employment Statistics, 2016

The country's No. 1 new tech hot spot. Forbes (January 2013), "The New Places Where America's Tech Future Is Taking Shape" Region now claims more than 1,000 startups.

San Francisco Business Times (February 2017),

"Washington, D.C. has become one of the nation's top
cities for tech investment"

Sixth largest metropolitan area for venture capital investment: City Lab (February 2016), "A Closer Look at the Geography of Venture Capital in the U.S."

No. 1 social enterprise ecosystem: Forbes (July 2016), "The State Of Social Enterprise Ecosystems"

Largest number of veterans in the labor force. U.S. Census Bureau, 2016 American Community Survey 1-Year Estimates

More technically equipped computer science graduates than any other area. U.S. Department of Education (2015), National Center for Education Statistics, Integrated Postsecondary Education Data System (IPEDS)

Second-highest number of legal graduates compared to all other metropolitan areas. U.S. Department of Education, National Center for Education Statistics, Integrated Postsecondary Education Data System (IPEDS), 2015

The Commonwealth boasts 45% more cyber employees than any other state in the country:
Bureau of Labor Statistics, Occupational Employment Statistics Survey, 2016

Northern Virginia talent is more likely to stay local: Zippia (2017), "Leaked State Secret. How to Stop the Brain Drain"

Graduates remain either in Virginia or in Washington, D.C.: EMSI Q3 2017 Data Set Resume Analysis, Virginia Employment Commission, Economic Information Services, 2016 American Community Survey, Bureau of Labor Statistics Occupational Employment Statistics

Best for recent grads: NerdWallet (September 2017), "Best Cities for Recent College Grads"

Top S regions for recent college grads. Money Watch (May 2017), "S U.S. cities where college grads can thrive"

The country's 2nd ranked and one of the country's oldest public universities: U.S. News & World Report Rankings (2017), "Top Public Schools 2018"

Best public higher education system: SmartAsset (March 2017), "The Best States for Higher Education in 2017"

Virginia's higher education system is top 10. U.S News & World Report Rankings (2017), "Top Public Schools 2018"

Virginia's 72 four-year colleges and universities educate ~500,000 students: U.S. Department of Education, National Center for Education Statistics, Integrated Postsecondary Education Data System (IPEDS), 2014-2015

Top 2S of leading public universities: U.S. News & World Report Rankings (2017), "Top Public Schools 2018"

Virginia constantly ranks near the top nationally in university graduation rates: SmartAsset (March 2017), "The Best States for Higher Education in 2017"

Students who have passed an AP STEM exam: U.S. Chamber of Commerce Foundation (September 2014), "The States Need to Step It Up on STEM"

Standards for student learning, achievement and standardized testing: "HB B31 Standards of Learning; curriculum shall include computer science and computational thinking," 2016

Computer science course credits to satisfy state graduation requirements: "HB 1054 High school diploma course and credit requirements; computer science," 2014

One of the nation's top-ranked science and technology high schools. U.S. News & World Report Rankings (2017), "Best High Schools 2018"

Only high school in the country to design and build a satellite: Washington Post (November 2013), "Fairfax County students build first satellite sent to space"

Academies of Loudoun will bring a second STEM high school to the region: Loudoun County Public Schools, "Academies of Loudoun -- Opening Fall 2018"

Home to 65 elementary schools with STEM-focused labs. Fairfax County Public Schools, "STEAM and STEM Labs"

An ambassadorship program that sends students from Thomas Jefferson High School for Science and Technology to elementary and middle schools: Fairfax County Economic Development Authority

In Arlington, the public school system boats computer science programs at all middle and high schools:

Arlington Economic Development

Alexandria's public schools have formed partnerships with neighbors like the American Association for the Advancement of Science: Alexandria Economic Development Partnership

Established partnerships with NASA, the FBI, and several local businesses to facilitate mentorship: Arlington Economic Development

# LIVABILITY

Cities across the region are routinely ranked as some of the most LGBTQ friendly: Time (January 2014), "And The Gauest City In The U.S. Is..."

Arlington and Alexandria receive a perfect score from the Human Rights Campaign: Human Rights Campaign, "Municipal Equality Index 2016"

More than 30 percent of Fairfax County residents were born outside the U.S.. Fairfax County Economic Development Authority

In Alexandria's public school system, students come from more than 125 countries: Alexandria City Public Schools, "Fast Facts"

In Arlington, students come from 114 countries and speak 99 languages: Arlington Public Schools, "ELL Students"

Loudoun's foreign-born population quadrupled.

Loudoun County Department of Economic

Development

Businesses are owned by people of color and women. Bureau of Labor Statistics, Occupational Employment Statistics

1 in 3 residents in the Washington, O.C. area volunteer: Corporation for National & Community Service, "Trends and Highlights Overview"

#1 city in the U.S. for millennials: Niche (2017), "2017 Best Cities for Millennials in America"

#6 best place to raise a family: Niche (2017), "2017 Best Cities to Raise a Family in America"

#3 best city to live in the United States: Niche (2017), 2017 Best Cities to Live in America

#1 best city to live without a car. Forbes (February 2017), "Autonomous. Nine Of The Best Cities To Live Without A Car"

Most romantic city in the United States: Amazon (February 2016), "Love is in the Air in Alexandria — Amazon.com Releases the Top 20 Most Romantic U.S. Cities"

Median price in the area is \$1,490: U.S. Census Bureau, American Community Survey, 2015 The cost of living in Northern Virginia is ~141: Council for Community and Economic Research (August 2017), Cost of Living Index

#6 best U.S. state for education: Wallet Hub (July 2017), "2017's States with the Best & Worst School System"

#10 best state for education. U.S. News & World Report (2017), "Best States for Education"

4 of the top S school districts in Virginia: Niche (2017), "2018 Best School Oistricts in Virginia"

All Northern Virginia school districts are rated A or A+. Niche (2017), "2018 Best 5chool Oistricts in Virginia"

#3 safest city in America: SmartAsset (November 2016), "The Safest Cities in America in 2016"

Washington, O.C. was named Bon Appetit's Restaurant City of the Year: Bon Appetit (August 2016), "Washington D.C. Is the Restaurant City of the Year"

# CONNECTIVITY

Ranked third nationally in absolute federal R&O obligations. National Science Foundation (March 2017), "Total Federal Research and Oevelopment Funding Down 1% in FY 2015, but Funding for Research Up 1%"

Ranked second by federal lab count. Federal Labs, Federallabs.org

The data center capital of the world Washingtonian (September 2016), "70 Percent of the World's Web Traffic Flows Through Loudoun County"

NOVA is the birthplace of the Internet. Oefense Advanced Research Projects Agency, "ARPANET and the Origins of the Internet"

The Internet's first major interconnection point. Oata Center Knowledge (June 2009), "The Internet's Busiest Intersection"

Virginia has more than 650 data processing, hosting and related establishments: Yes Virginia, "Oata Centers. Industry Overview" Northern Virginia has a higher concentration of data processing and hosting sites: Bureau of Labor Statistics, Quarterly Census of Employment and Wages, 2017

Loudoun alone is home to more than 7S data centers: Loudoun Virginia Economic Development, "Data Centers"

70% of the internet traffic flows through Northern Virginia: NextGov (January 2016), "Up To 70 Percent Of Global Internet Traffic Goes Through Northern Virginia"

Access rates for 100 mbps broadband are in the high 90%s: Broadband Now, "Broadband Service in Virginia"

Multimodal infrastructure and intelligent systems investments are being complemented by outreach and education efforts: Virginia Department of Transportation (VDOT)

25% of the population doesn't drive to work: Commuter Connections (June 2017), "2016 State of the Commute "At-a-Glance" Survey Section"

Sixth largest bus network in the United States: Washington Metropolitan Area Transit Authority (2017), "Metro Facts 2017"

Fleet replacement for rail and bus: Washington Metropolitan Area Transit Authority (January 2010), "Overview of Program Management Services and Proposed CIP FY2012-17"

Top city for public transportation: Smart Asset (July 2017), "The Best Cities for Public Transportation"

B9% of local commuters say that transit serves their home. Commuter Connections (June 2017), "2016 State of the Commute Survey Report"

86% of commuters say public transit serves their place of work: Commuter Connections (June 2017), "2016 State of the Commute Survey Report"

45% of those working in the metro area's center core use mass transit. Washington Metropolitan Area Transit Authority (2017), "Metro Facts 2017"

NOVA is 3<sup>rd</sup> compared to peers on public transit use: U.S. Census Bureau, 2011-2015 American Community Survey S-Year Estimates

WMATA strategic and pivotal investments:
Washington Metropolitan Area Transit Authority,
Momentum: The Next Generation of Metro Executive
Summary 2013-201S

The region is home to an active bikeshare system: Virginia Department of Transportation (VDOT)

Capital Bikeshare has a network of 3,700 bikes: Capital Bikeshare; Virginia Department of Transportation (VDQT)

Innovating bikesharing further by providing point-topoint dockless bikes: The New York Times (October 2017), "Bike-Sharing Is Flourishing in Washington. Can the City Handle It?" A series of nationally and internationally known regional trails: Virginia Oepartment of Transportation (VOOT)

Biking has increased 100% in Virginia since 2005: The League of American Bicyclists, "Bicycle Commuting Oata"

Northern Virginia boasts 40 years of established "slug culture": Virginia Oepartment of Transportation (VDOT)

A growing regional vanpool program that has expanded ridesharing options: Virginia Oepartment of Transportation (VOOT)

A commute time faster than the average of any other metro area: C&M Associates, Inc. (September 2015), "I-66 Express Lanes Outside the Capital Beltway Intermediate Traffic and Revenue Study"

By 2020, Northern Virginia's interstate highways will have a comprehensive 90+ mile network of Express Lanes: Virginia Oepartment of Transportation (VOOT)

Ranks 4<sup>th</sup> in the nation for total annual hours of travel delays: Texas A&M Transportation Institute (August 2015), "2015 Urban Mobility Scorecard"

Congested travel at 45% of peak vehicles miles. Texas A&M Transportation Institute, Urban Mobility Information, "Performance Measure Survey 1982-2014"

The first city in North America to create a bikesharing program: Capital Bikeshare, "About Capital Bikeshare"

Birthplace of high-occupancy vehicle (HOV) roadways. U.S. Oepartment of Transportation Federal Highway Administration (Oecember 2008), "Section 2: Operational Oescription of the Nation's HOV Lanes"

NOVA has 40 years of dynamic "slugging culture". Virginia Oepartment of Transportation (VOOT)

More than 40 million passengers a year. Metropolitan Washington Airports Authority (Oecember 2016), "Air Traffic Statistics"

Combined, the two airports provide 953 domestic and 86 international flights per day: Oiio Mi, U.S. Airports 2016 Traffic

An additional 23 million passengers per year.
Baltimore/Washington International Thurgood
Marshall Airport, "Facts & Figures"

Northern Virginia ranks among the highest rates of connection to other metro regions. Oilo Mi, U.S. Airports 2016 Traffic

Amtrak provides access to locations across the Commonwealth: Amtrak Virginia, Amtrak.com

VRE operates some 30 trains from 18 stations: Virginia Railway Express

Open for business to testing connecting and autonomous vehicles: Virginia.gov (May 2017), "Governor McAuliffe Announces Establishment of Commonwealth's Autonomous Systems Center of Excellence"

Tested a Ford-designed method for self-driving vehicles: Ford (September 2017), "Ford, Virginia Tech Go Undercover To Develop Signals That Enable Autonomous Vehicles To Communicate With People"

Virginia has made all of its transportation data open.
Virginia Department of Transportation, Open Data
Portal

As part of a two-way data share, Waze will provide VDOT with real-time, autonomous incidence and slow-down information. Virginia Department of Transportation (December 2016), "VDOT Partners With Waze Connected Citizens Program To Improve Travel On Virginia's Roadways"

Application of traffic management technology along I-6 represents the third deployment in the US: Virginia Department of Transportation (VDOT)

A nationally unique testing environment to advance these efforts: Virginia Department of Transportation (October 2017), "Connected and Autonomous Vehicle Program"

# BUSINESS CLIMATE

3<sup>rd</sup> for best regulatory environment. Forbes (2016), "Best States for Business: Virginia"

No. 3 for business-friendly environment. CNBC (2016), "America's Top States for Business 2016"

Consistently ranked as a top state to do business (Forbes): Forbes, "Best States for Business 2016",

Consistently ranked as a top state to do business (CNBC). CNBC, "America's Top States for Business 2017"

Ranked  $2^{nd}$  for the quality of state administration. U.S. News & World Report, Best States Rankings 2017

Alexandria, Arlington, Fairfax, and Loudoun counties all boast AAA credit ratings. Moody's

Virginia now ranks B<sup>th</sup> in the 2016 U.S. Green Building Council's top states for LEED: U.S. Green Building Council (January 2017), "U.S. Green Building Council Releases Annual Top 10 States for LEED Green Building" Solar installations in the Commonwealth have increased: Virginia.gov (May 2017), "Governor McAuliffe Takes Executive Action to Reduce Carbon Emissions Across Virginia"

The federal government constitutes one of Amazon's most important clients: Washington Post (April 2015), "The rise of Amazon Web Services"

# Cell Coverage Maps by Carrier

# National Landing Cell Coverage Maps by Carrier

# AT&T



T-MOBILE



SPRINT



VERIZON



SOURCE Carrier wetisites

Universities and Colleges with Relevant Degrees

# Northern Virginia Universities and Colleges with Relevant Degrees

Source, U.S. Department of Education, National Center for Education Statistics, Integrated Postsecondary Education Data System (IPEDS)

Table 1: Computer and Information Sciences a	nd Support Service	s Degrees	
Academic Institution	2013	2014	2015
American Public University System	428	583	693
Associate's Degrees	64	75	92
Bachelor's Degrees	346	446	510
Master's Degrees and Above	18	62	91
American University	5	10	14
Associate's Degrees	0	0	0
Bachelor's Degrees	5	9	14
Master's Degrees and Above	0	1	0
Bowie State University	40	42	53
Associate's Degrees	0	0	0
Bachelor's Degrees	31	31	36
Master's Degrees and Above	9	11	17
Brightwood College-Beltsville	15	12	18
Associate's Degrees	15	12	18
Bachelor's Degrees	0	0	0
Master's Degrees and Above	0	0	0
Capitol Technology University	117	130	141
Associate's Degrees	0	0	0
8achelor's Degrees	16	21	25
Master's Degrees and Above	101	109	116
Catholic University of America	50	22	51
Associate's Degrees	0	0	0
Bachelor's Degrees	20	12	20
Master's Degrees and Above	30	10	31
College of Southern Maryland	47	55	59
Associate's Degrees	47	55	59
Bachelor's Degrees	0	0	0
Master's Degrees and Above	0	0	0
Columbia College	2	3	0
Associate's Degrees	2	3	0
Bachelor's Degrees	0	0	0
Master's Degrees and Above	0	0	0
DeVry University-Virginia	71	60	73
Associate's Degrees	17	17	12
Bachelor's Degrees	46	38	57
Master's Degrees and Above	8	5	4
Frederick Community College	11	11	22
Associate's Degrees	11	11	22
Bachelor's Degrees	0	0	0
Master's Degrees and Above	0	0	0

Academic Institution	2013	2014	2015
Gallaudet University	12	4	8
Associate's Degrees	0	0	0
Bachelor's Degrees	12	4	8
Master's Degrees and Above	0	0	0
George Mason University	638	629	676
Associate's Degrees	0	0	0
Bachelor's Degrees	367	348	370
Master's Degrees and Above	271	281	306
George Washington University	324	349	321
Associate's Degrees	0	0	0
Bachelor's Degrees	50	46	43
Master's Degrees and Above	274	303	278
Georgetown University	57	71	93
Associate's Degrees	0	0	0
Bachelor's Degrees	9	13	14
Master's Degrees and Above	48	58	79
Hood College	39	70	75
Associate's Degrees	0	0	0
Bachelor's Degrees	12	10	13
Master's Degrees and Above	27	60	62
Howard University	14	17	11
Associate's Degrees	0	0	0
Bachelor's Degrees	10	13	8
Master's Degrees and Above	4	4	3
ITT Technical Institute-Chantilly	150	118	158
Associate's Degrees	122	77	101
Bachelor's Degrees	28	41	57
Master's Degrees and Above	0	0	0
ITT Technical Institute-Springfield	143	107	133
Associate's Degrees	120	81	99
Bachelor's Degrees	23	26	34
Master's Degrees and Above	0	0	0
Marymount University	49	71	55
Associate's Degrees	0	0	0
Bachelor's Degrees	19	35	24
Master's Degrees and Above	30	36	31
Montgomery College	81	111	140
Associate's Degrees	81	111	140
Bachelor's Degrees	0	0	0
Master's Degrees and Above	0	0	0

Table 1: Computer and Information Sciences an	d Support Service	s Degrees	
Academic Institution	2013	2014	2015
Mount 5t. Mary's University	9	5	3
Associate's Degrees	0	0	0
Bachelor's Degrees	9	5	3
Master's Degrees and Above	0	0	0
Northern Virginia Community College	505	482	570
Associate's Degrees	505	482	570
Bachelor's Degrees	0	0	0
Master's Degrees and Above	0	0	0
Prince George's Community College	16	30	24
Associate's Degrees	16	30	24
Bachelor's Degrees	0	0	0
Master's Degrees and Above	0	0	0
Shepherd University	16	22	24
Associate's Degrees	0	0	0
Bachelor's Degrees	16	22	24
Master's Degrees and Above	0	0	0
Stratford University	136	135	188
Associate's Degrees	8	15	9
Bachelor's Degrees	12	16	19
Master's Degrees and Above	116	104	160
Strayer University-District of Columbia	39	30	46
Associate's Degrees	4	8	11
Bachelor's Degrees	23	15	25
Master's Degrees and Above	12	7	10
Strayer University-Global Region	87	83	74
Associate's Degrees	14	14	13
Bachelor's Degrees	49	44	42
Master's Degrees and Above	24	25	19
Strayer University-Maryland	127	116	93
Associate's Degrees	23	23	12
Bachelor's Degrees	85	70	59
Master's Degrees and Above	19	23	22
Strayer University-Virginia	412	357	344
Associate's Degrees	47	27	27
Bachelor's Degrees	277	244	215
Master's Degrees and Above	88	86	102
The Art Institute of Washington	39	28	26
Associate's Degrees	8	7	13
Bachelor's Degrees	31	21	13
Master's Degrees and Above	0	0	0
The Art Institute of Washington-Dulles	9	17	18
Associate's Degrees	4	2	3
Bachelor's Degrees	5	15	15
Master's Degrees and Above	0	0	0
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Academic Institution  Trinity Washington University  I 0 0 Associate's Degrees 0 0 0 0 Bachelor's Degrees 1 0 0 0 University of Management and Technology 90 96 72 Associate's Degrees 26 20 15 Bachelor's Degrees 26 20 15 Bachelor's Degrees 26 20 15 Bachelor's Degrees 30 61 47 Master's Degrees 40 Master's Degrees 41 Master's Degrees 41 Master's Degrees 42 Master's Degrees 43 Master's Degrees 44 Master's Degrees 45 Master's Degrees 46 Master's Degrees 47 Master's Degrees 48 Master's Degrees 48 Master's Degrees 40 Master's Degrees 40 Master's Degrees 41 Master's Degrees 42 Master's Degrees 43 Master's Degrees 44 Master's Degrees 45 Master's Degrees 46 Master's Degrees 47 Master's D	Table 1: Computer and Information Sciences and Sup	port Service	s Dégrees	
Associate's Degrees				2015
Bachelor's Degrees and Above	Trinity Washington University	1	0	0
Master's Degrees and Above	Associate's Degrees	0	0	0
University of Management and Technology	Bachelor's Degrees	1	0	0
Associate's Degrees	Master's Degrees and Above	0	0	0
Bachelor's Degrees and Above	University of Management and Technology	90	96	72
Master's Degrees and Above	Associate's Degrees	26	20	15
University of Mary Washington   33   50   38	Bachelor's Degrees	50	61	47
Associate's Degrees	Master's Degrees and Above	14	15	10
Bachelor's Degrees and Above   0   0   0   0     University of Maryland-College Park   373   417   552     Associate's Degrees   0   0   0   0     Bachelor's Degrees   279   307   371     Master's Degrees and Above   94   110   181     University of Maryland-University College   1,898   2,041   2,580     Associate's Degrees   0   0   0   0     Bachelor's Degrees and Above   932   944   1,096     University of Poents-Washington DC   0   5   3     Associate's Degrees   0   0   0   0     Bachelor's Degrees and Above   932   944   1,096     University of Phoents-Washington DC   0   5   3     Associate's Degrees   0   0   0   0     Bachelor's Degrees   0   0   0   0     University of Phoents-Washington DC   0   5   3     Master's Degrees and Above   0   0   0     University of the District of Columbia   23   29   31     Associate's Degrees   18   25   26     Master's Degrees and Above   5   4   5     University of the Potomac-VA Campus   1   0   1     Associate's Degrees   0   0   0     University of the Potomac-Washington DC Campus   6   8   12     Associate's Degrees   0   2   3     Bachelor's Degrees   0   0   0     University of the Potomac-Washington DC Campus   6   6   9     Master's Degrees   0   0   0     Mashington Adventist University   6   1   8     Associate's Degrees   0   0   0     Bachelor's Degrees   0   0	University of Mary Washington	33	50	38
Master's Degrees and Above   0   0   0   0   0	Associate's Degrees	0	0	0
University of Maryland-College Park         373         417         552           Associate's Degrees         0         0         0           Bachelor's Degrees         279         307         371           Master's Degrees and Above         94         110         181           University of Maryland-University College         1,898         2,041         2,580           Associate's Degrees         0         0         0           Bachelor's Degrees         966         1,097         1,484           Master's Degrees and Above         932         944         1,096           University of Phoenix-Washington DC         0         5         3           Associate's Degrees         0         0         0         0           Bachelor's Degrees and Above         0         0         0         0           University of the District of Columbia         23         29         31           Associate's Degrees         0         0         0         0           University of the Potomac-VA Campus         1         0         1           Associate's Degrees         1         0         1           Master's Degrees and Above         0         0         0	Bachelor's Degrees	33	50	38
Associate's Degrees 0 0 0 0 0 0 181 101 181 181 181 181 181	Master's Degrees and Above	0	0	0
Bachelor's Degrees   279   307   371     Master's Degrees and Above   94   110   181     University of Maryland-University College   1,898   2,041   2,580     Associate's Degrees   0   0   0   0     Bachelor's Degrees   966   1,097   1,484     Master's Degrees   966   1,097   1,484     Master's Degrees   966   1,097   1,484     Master's Degrees   932   944   1,096     University of Phoenix-Washington DC   0   5   3     Associate's Degrees   0   0   0   0     Bachelor's Degrees   0   0   0   0     Bachelor's Degrees   0   5   3     Master's Degrees   0   0   0   0     University of the District of Columbia   23   29   31     Associate's Degrees   0   0   0   0     Bachelor's Degrees   18   25   26     Master's Degrees   18   25   26     Master's Degrees   1   0   1     Associate's Degrees   1   0   1     Associate's Degrees   1   0   1     Master's Degrees   1   0   0     Master's Degrees   6   6   9     Master's Degrees   6   6   9     Master's Degrees   0   0   0     Mashington Adventist University   6   1   8     Associate's Degrees   0   0   0     Bachelor's Degr	University of Maryland-College Park	373	417	552
Master's Degrees and Above	Associate's Degrees	0	0	0
University of Maryland-University College         1,898         2,041         2,580           Associate's Degrees         0         0         0           Bachelor's Degrees         966         1,097         1,484           Master's Degrees and Above         932         944         1,096           University of Phoenix-Washington DC         0         5         3           Associate's Degrees         0         0         0           Bachelor's Degrees         0         0         0           Master's Degrees and Above         0         0         0           University of the District of Columbia         23         29         31           Associate's Degrees         18         25         26           Master's Degrees and Above         5         4         5           University of the Potomac-VA Campus         1         0         1           Associate's Degrees         1         0         1           Master's Degrees         1         0         0           University of the Potomac-Washington DC Campus         6         8         12           Associate's Degrees and Above         0         0         0           University of the Potomac-Washington DC Campus	Bachelor's Degrees	279	307	371
Associate's Degrees         0         0         0           Bachelor's Degrees         966         1,097         1,484           Master's Degrees and Above         932         944         1,096           University of Phoenix-Washington DC         0         5         3           Associate's Degrees         0         0         0         0           Bachelor's Degrees         0         0         0         0           Master's Degrees and Above         0         0         0         0           University of the District of Columbia         23         29         31           Associate's Degrees         0         0         0         0           Bachelor's Degrees and Above         5         4         5         26           Master's Degrees and Above         1         0         1         1         0         1         1         0         1         1         0         1         1         0         1         1         0         1         1         0         1         1         0         1         1         0         1         1         0         1         1         0         0         0         0         0	Master's Degrees and Above	94	110	181
Bachelor's Degrees   966   1,097   1,484	University of Maryland-University College	1,898	2,041	2,580
Master's Degrees and Above         932         944         1,096           University of Phoenix-Washington DC         0         5         3           Associate's Degrees         0         0         0           Bachelor's Degrees         0         0         0           Master's Degrees and Above         0         0         0           University of the District of Columbia         23         29         31           Associate's Degrees         0         0         0           Bachelor's Degrees         18         25         26           Master's Degrees and Above         5         4         5           University of the Potomac-VA Campus         1         0         1           Associate's Degrees         1         0         1           Master's Degrees and Above         0         0         0           University of the Potomac-Washington DC Campus         6         8         12           Associate's Degrees         0         2         3           Bachelor's Degrees         6         6         9           Master's Degrees and Above         0         0         0           Washington Adventlst University         6         1         8 </td <td>Associate's Degrees</td> <td>0</td> <td>0</td> <td>0</td>	Associate's Degrees	0	0	0
University of Phoenix-Washington DC         0         5         3           Associate's Degrees         0         0         0           Bachelor's Degrees         0         5         3           Master's Degrees and Above         0         0         0           University of the District of Columbia         23         29         31           Associate's Degrees         0         0         0           Bachelor's Degrees         18         25         26           Master's Degrees and Above         5         4         5           University of the Potomac-VA Campus         1         0         1           Associate's Degrees         1         0         1           Master's Degrees and Above         0         0         0           University of the Potomac-Washington DC Campus         6         8         12           Associate's Degrees         0         2         3           Bachelor's Degrees         6         6         9           Master's Degrees and Above         0         0         0           Master's Degrees and Above         0         0         0           Master's Degrees and Above         0         0         0	Bachelor's Degrees	966	1,097	1,484
Associate's Degrees         0         0         0           Barchelor's Degrees         0         5         3           Master's Degrees and Above         0         0         0           University of the District of Columbia         23         29         31           Associate's Degrees         0         0         0           Barchelor's Degrees         18         25         26           Master's Degrees and Above         5         4         5           University of the Potomac-VA Campus         1         0         1           Associate's Degrees         1         0         1           Master's Degrees and Above         0         0         0           University of the Potomac-Washington DC Campus         6         8         12           Associate's Degrees         0         2         3           Bachelor's Degrees         6         6         9           Master's Degrees and Above         0         0         0           Washington Adventlst University         6         1         8           Associate's Degrees         0         0         0         0           Bachelor's Degrees         0         0         0	Master's Degrees and Above	932	944	1,096
Bachelor's Degrees	University of Phoenix-Washington DC	0	5	3
Master's Degrees and Above         0         0         0           University of the District of Columbia         23         29         31           Associate's Degrees         0         0         0           Bachelor's Degrees         18         25         26           Master's Degrees and Above         5         4         5           University of the Potomac-VA Campus         1         0         1           Associate's Degrees         0         0         0           Bachelor's Degrees         1         0         1           Master's Degrees and Above         0         0         0           University of the Potomac-Washington DC Campus         6         8         12           Associate's Degrees         0         2         3           Bachelor's Degrees         6         6         9           Masser's Degrees and Above         0         0         0           Washington Adventlst University         6         1         8           Associate's Degrees         0         0         0           Bachelor's Degrees         6         1         8	Associate's Degrees	0	0	0
University of the District of Columbia   23   29   31     Associate's Degrees   0   0   0     Bachelor's Degrees   18   25   26     Master's Degrees and Above   5   4   5     University of the Potomac-VA Campus   1   0   1     Associate's Degrees   0   0   0     Bachelor's Degrees   1   0   1     Master's Degrees   1   0   1     Master's Degrees   1   0   0     University of the Potomac-Washington DC Campus   6   8   12     Associate's Degrees   6   6   9     Master's Degrees   6   6   9     Master's Degrees   0   0   0     Associate's Degrees   0   0   0     Bachelor's Degrees   6   1   8	Bachelor's Degrees	0	5	3
Associate's Degrees	Master's Degrees and Above	0	0	0
Bachelor's Degrees and Above	University of the District of Columbia	23	29	31
Master's Degrees and Above         5         4         5           University of the Potomac-VA Campus         1         0         1           Associate's Degrees         0         0         0           Bachelor's Degrees         1         0         1           Master's Degrees and Above         0         0         0           University of the Potomac-Washington DC Campus         6         8         12           Associate's Degrees         6         6         9           Bachelor's Degrees         6         6         9           Master's Degrees and Above         0         0         0           Associate's Degrees and Above         0         0         0           Associate's Degrees         0         0         0           Bachelor's Degrees         6         1         8	Associate's Degrees	0	0	0
University of the Potomac-VA Campus	Bachelor's Degrees	18	25	26
Associate's Degrees	Master's Degrees and Above	5	4	5
Bachelor's Degrees	University of the Potomac-VA Campus	1	0	ı
Master's Degrees and Above         0         0         0           University of the Potomac-Washington DC Campus         6         8         12           Associate's Degrees         0         2         3           Bachelor's Degrees         6         6         9           Master's Degrees and Above         0         0         0           Washington Adventist University         6         1         8           Associate's Degrees         0         0         0           Bachelor's Degrees         6         1         8	Associate's Degrees	0	0	0
University of the Potomac-Washington DC Campus         6         8         12           Associate's Degrees         0         2         3           Bachelor's Degrees         6         6         9           Massier's Degrees and Above         0         0         0           Washington Adventist University         6         1         8           Associate's Degrees         0         0         0           Bachelor's Degrees         6         1         8	Bachelor's Degrees	1	0	1
Associate's Degrees         0         2         3           Bachelor's Degrees         6         6         9           Mastier's Degrees and Above         0         0         0           washington Adventist University         6         1         8           Associate's Degrees         0         0         0           Bachelor's Degrees         6         1         8	Master's Degrees and Above	0	0	0
Bachelor's Degrees         6         6         9           Master's Degrees and Above         0         0         0           Washington Adventlst University         6         1         8           Associate's Degrees         0         0         0           Bachelor's Degrees         6         1         8	University of the Potomac-Washington DC Campus	6	8	12
Master's Degrees and Above         0         0         0           Washington Adventlst University         6         1         8           Associate's Degrees         0         0         0           Bachelor's Degrees         6         1         8	Associate's Degrees	0	2	3
Washington Adventlst University         6         1         8           Associate's Degrees         0         0         0           Bachelor's Degrees         6         1         8	Bachelor's Degrees	6	6	9
Associate's Degrees         0         0         0           Bachelor's Degrees         6         1         8	Master's Degrees and Above	0	0	0
Bachelor's Degrees 6 1 8	Washington Adventist University	6	1	8
	Associate's Degrees	0	0	0
Master's Degrees and Above 0 0 0	Bachelor's Degrees	6	1	8
	Master's Degrees and Above	0	0	0

Academic Institution	2013	2014	2015
American Public University 5ystem	1,629	2,136	2,363
Associate's Degrees	177	287	291
Bachelor's Degrees	827	1,032	1,231
Master's Degrees and Above	625	817	841
American University	513	495	548
Associate's Degrees	0	0	0
Bachelor's Degrees	293	281	277
Master's Degrees and Above	220	214	271
Argosy University-Washington DC	32	41	36
Associate's Degrees	0	0	0
8achelor's Degrees	3	3	2
Master's Degrees and Above	29	38	34
Bowle State University	224	224	212
Associate's Degrees	0	0	0
Bachelor's Degrees	154	150	134
Master's Degrees and Above	70	74	78
Capitol Technology University	29	24	21
Associate's Degrees	0	0	0
8achelor's Degrees	9	11	10
Master's Degrees and Above	20	13	11
Catholic University of America	152	216	229
Associate's Degrees	0	0	0
Bachelor's Degrees	77	111	109
Master's Degrees and Above	75	105	120
College of Southern Maryland	176	184	145
Associate's Degrees	176	184	145
Bachelor's Degrees	0	0	0
Master's Degrees and Above	0	0	0
Columbia College	2	9	11
Associate's Degrees	2	9	11
Bachelor's Degrees	0	0	0
Master's Degrees and Above	0	0	0
DeVry University-Virginia	343	298	286
Associate's Degrees	0	0	0
Bachelor's Degrees	141	123	101
Master's Degrees and Above	202	175	185
Frederick Community College	160	127	156
Associate's Degrees	160	127	156
Bachelor's Degrees	0	0	0
Master's Degrees and Above	0	0	0
Gallaudet University	22	33	37
Associate's Degrees	0	0	0
Bachelor's Degrees	22	22	23
Master's Degrees and Above	0	11	14

Table 2: Business Management Marketing at	2013	2014	2015
Academic Institution	1.214	-	1.147
George Mason University Associate's Degrees	0	1,151	0
Bachelor's Degrees	958	897	873
Master's Degrees and Above	256	254	274
George Washington University	1,164	1,339	1,296
Associate's Degrees	386	375	387
Bachelor's Degrees	778	964	911
Master's Degrees and Above	935	947	982
Georgetown University	933	0	982
Associate's Degrees			
Bachelor's Degrees	299	299	338
Master's Degrees and Above	636	638	644
Graduate School U5A	0	5	4
Associate's Degrees	0	5	4
Bachelor's Degrees	0	0	0
Master's Degrees and Above	0	0	0
Hood College	66	80	75
Associate's Degrees	0	0	0
Bachelor's Degrees	31	46	27
Master's Degrees and Above	35	34	48
Howard University	256	216	262
Associate's Degrees	0	0	0
Bachelor's Degrees	210	148	210
Master's Degrees and Above	46	68	52
lGlobal University	0	4	19
Associate's Degrees	0	0	0
Bachelor's Degrees	0	0	0
Master's Degrees and Above	0	4	19
ITT Technical Institute-Chantilly	13	6	6
Associate's Degrees	0	0	0
Bachelor's Degrees	13	6	6
Master's Degrees and Above	0	0	0
ITT Technical Institute-5pringfield	15	8	14
Associate's Degrees	0	0	0
Bachelor's Degrees	15	8	14
Masier's Degrees and Above	0	0	0
Marymount University	210	244	204
Associate's Degrees	0	0	0
Bachelor's Degrees	122	132	126
Master's Degrees and Above	88	112	78
Montgomery College	429	386	500
Associate's Degrees	429	386	500
Bachelor's Degrees	0	0	0
Master's Degrees and Above	0	0	0

Table 2: Business Management Marketing and			
Academic Institution	2013	2014	2015
Mount St Mary's University	221	206	235
Associate's Degrees	0	0	0
Bachelor's Degrees	114	112	125
Master's Degrees and Above	107	94	110
Northern Virginia Community College	1,174	1,143	1,138
Associate's Degrees	1,174	1,143	1,138
Bachelor's Degrees	0	0	0
Master's Degrees and Above	0	0	0
Prince George's Community College	161	181	136
Associate's Degrees	161	181	136
Bachelor's Degrees	0	0	0
Master's Degrees and Above	0	0	0
Shepherd University	103	127	118
Associate's Degrees	0	0	0
Bachelor's Degrees	74	89	83
Master's Degrees and Above	29	38	35
Stratford University	192	184	213
Associate's Degrees	25	35	40
Bachelor's Degrees	54	48	78
Master's Degrees and Above	113	101	95
Strayer University-District of Columbia	252	195	176
Associate's Degrees	42	26	20
Bachelor's Degrees	90	81	66
Master's Degrees and Above	120	88	90
Strayer University-Global Region	387	571	618
Associate's Degrees	48	80	79
Bachelor's Degrees	142	193	20 i
Master's Degrees and Above	197	298	338
Strayer University-Maryland	606	498	489
Associate's Degrees	105	102	92
Bachelor's Degrees	257	213	215
Master's Degrees and Above	244	183	182
Strayer University-Virginia	1,667	1,311	1,285
Associate's Degrees	168	147	131
Bachelor's Degrees	746	563	583
Master's Degrees and Above	753	601	571
The Art Institute of Washington	30	33	17
Associate's Degrees	0	0	0
Bachelor's Degrees	30	33	17
Master's Degrees and Above	0	0	0
The Art Institute of Washington-Dulles	4	3	5
Associate's Degrees	0	0	0
Bachelor's Degrees	4	3	5
Master's Degrees and Above	0	0	0

Table 2: Business Management Marketing and Relat	ed Support S	iervices Degn	ees
Academic Institution	2013	2014	2015
Trinity Washington University	91	118	80
Associate's Degrees	0	0	0
Bachelor's Degrees	22	37	22
Master's Degrees and Above	69	81	58
University of Management and Technology	847	775	741
Associate's Degrees	68	42	55
Bachelor's Degrees	429	461	438
Master's Degrees and Above	350	272	248
University of Mary Washington	257	231	207
Associate's Degrees	0	0	0
Bachelor's Degrees	153	146	152
Master's Degrees and Above	104	85	55
University of Maryland-College Park	1,827	2,099	1,795
Associate's Degrees	0	0	0
Bachelor's Degrees	985	1,026	976
Master's Degrees and Above	842	1,073	819
University of Maryland-University College	4,297	3,909	4,055
Associate's Degrees	0	0	0
Bachelor's Degrees	1,690	1,628	1,885
Master's Degrees and Above	2,607	2,281	2,170
University of Phoenix-Washington DC	3	18	18
Associate's Degrees	0	0	0
Bachelor's Degrees	3	18	9
Master's Degrees and Above	0	0	9
University of the District of Columbia	130	131	130
Associate's Degrees	52	58	47
Bachelor's Degrees	68	67	71
Master's Degrees and Above	10	6	12
University of the Potomac-VA Campus	5	13	31
Associate's Degrees	0	3	1
Bachelor's Degrees	5	10	19
Master's Degrees and Above	0	0	11
University of the Potomac-Washington DC Campus	35	82	63
Associate's Degrees	12	28	20
Bachelor's Degrees	23	50	39
Masier's Degrees and Above	0	4	4
Washington Adventist University	37	47	43
Associate's Degrees	0	0	0
Bachelor's Degrees	15	31	25
Master's Degrees and Above	22	16	18

Table 3: Legal Professions and Studies Degree			
Academic Institution	2013	2014	2015
American Public University System	130	149	174
Associate's Degrees	32	30	50
Bachelor's Degrees	71	83	95
Master's Degrees and Above	27	36	29
American University	652	667	641
Associate's Degrees	0	0	0
Bachelor's Degrees	0	42	26
Master's Degrees and Above	652	625	615
Catholic University of America	244	185	147
Associate's Degrees	0	0	0
8achelor's Degrees	0	0	0
Master's Degrees and Above	244	185	147
College of Southern Maryland	22	15	9
Associate's Degrees	22	15	9
Bachelor's Degrees	0	0	0
Master's Degrees and Above	0	0	0
Frederick Community College	4	12	7
Associate's Degrees	4	12	7
8achelor's Degrees	0	0	0
Master's Degrees and Above	0	0	0
George Mason University	265	187	158
Associate's Degrees	0	0	0
Bachelor's Degrees	0	0	0
Master's Degrees and Above	265	187	158
George Washington University	882	874	739
Associate's Degrees	0	0	0
Bachelor's Degrees	0	0	0
Master's Degrees and Above	882	874	739
Georgetown University	1,099	1,105	1,120
Associate's Degrees	0	0	0
Bachelor's Degrees	0	0	0
Master's Degrees and Above	1,099	1,105	1,120
Hood College	9	15	17
Associate's Degrees	0	0	0
Bachelor's Degrees	9	15	17
Master's Degrees and Above	0	0	0
Howard University	140	111	150
Associate's Degrees	0	0	0
Bachelor's Degrees	0	0	0
Master's Degrees and Above	140	111	150
TT Technical Institute-Springfield	2	0	1
Associate's Degrees	2	0	ı
Bachelor's Degrees	0	0	0

Academic Institution	2013	2014	2015
Marymount University	14	7	7
Associate's Degrees	0	0	0
Bachelor's Degrees	3	5	5
Master's Degrees and Above	11	2	2
Montgomery College	17	25	16
Associate's Degrees	17	25	16
Bachelor's Degrees	0	0	0
Master's Degrees and Above	0	0	0
Northern Virginia Community College	42	39	41
Associate's Degrees	42	39	41
Bachelor's Degrees	0	0	0
Master's Degrees and Above	0	0	0
Prince George's Community College	5	9	7
Associate's Degrees	5	9	7
Bachelor's Degrees	0	0	0
Master's Degrees and Above	0	0	0
University of Maryland-College Park	0	1	1
Associate's Degrees	0	0	0
Bachelor's Degrees	0	1	- I
Master's Degrees and Above	0	0	0
University of Maryland-University College	103	89	88
Associate's Degrees	0	0	0
Bachelor's Degrees	103	89	88
Master's Degrees and Above	0	0	0
University of the District of Columbia	44	51	38
Associate's Degrees	23	9	22
Bachelor's Degrees	21	42	16
Master's Degrees and Above	0	0	0
University of the District of Columbia- David A Clarke School of Law	83	107	68
Associate's Degrees	0	0	0
Bachelor's Degrees	0	0	0
Master's Degrees and Above	83	107	68

Academic Institution	2013	2014	2015
American Public University System	77	162	176
Associate's Degrees	57	83	70
Bachelor's Degrees	4	27	36
Master's Degrees and Above	16	52	72
American University	79	67	97
Associate's Degrees	0	0	0
Bachelor's Degrees	19	35	41
Master's Degrees and Above	60	32	56
Catholic University of America	10	25	22
Associate's Degrees	0	0	0
8achelor's Degrees	10	22	15
Master's Degrees and Above	0	3	7
College of Southern Maryland	33	38	25
Associate's Degrees	33	38	25
Bachelor's Degrees	0	0	0
Master's Degrees and Above	0	0	0
DeVry University-Virginia	17	26	20
Associate's Degrees	0	0	0
8achelor's Degrees	0	0	2
Master's Degrees and Above	17	26	18
Frederick Community College	21	17	16
Associate's Degrees	21	17	16
Bachelor's Degrees	0	0	0
Master's Degrees and Above	0	0	0
Gallaudet University	11	7	4
Associate's Degrees	0	0	0
Bachelor's Degrees	11	7	- 4
Master's Degrees and Above	0	0	0
George Mason University	302	300	271
Associate's Degrees	0	0	0
Bachelor's Degrees	276	270	249
Master's Degrees and Above	26	30	26
George Washington University	115	169	161
Associate's Degrees	0	0	0
Bachelor's Degrees	36	31	28
Master's Degrees and Above	79	138	133
Georgetown University	33	41	57
Associate's Degrees	0	0	0
Bachelor's Degrees	33	41	57
Master's Degrees and Above	0	0	0
Graduate School USA	0	5	4
Associate's Degrees	0	5	- 4
Bachelor's Degrees	0	0	0
Master's Degrees and Above	0	0	0

Table 4: Accounting and Related Services Degrees			
Academic Institution	2013	2014	2015
Howard University	25	25	35
Associate's Degrees	0	0	0
Bachelor's Degrees	25	25	35
Master's Degrees and Above	0	0	0
Montgomery College	12	25	27
Associate's Degrees	12	25	27
Bachelor's Degrees	0	0	0
Master's Degrees and Above	0	0	0
Mount St Mary's University	30	32	30
Associate's Degrees	0	0	0
Bachelor's Degrees	30	32	30
Master's Degrees and Above	0	0	0
Northern Virginia Community College	47	35	37
Associate's Degrees	47	35	37
Bachelor's Degrees	0	0	0
Master's Degrees and Above	0	0	0
Prince George's Community College	20	19	14
Associate's Degrees	20	19	14
Bachelor's Degrees	0	0	0
Master's Degrees and Above	0	0	0
Shepherd University	3	13	16
Associate's Degrees	0	0	0
Bachelor's Degrees	3	13	16
Master's Degrees and Above	0	0	0
Stratford University	20	15	14
Associate's Degrees	4	1	1
Bachelor's Degrees	6	3	3
Master's Degrees and Above	10	11	10
Strayer University-District of Columbia	44	34	21
Associate's Degrees	9	2	4
Bachelor's Degrees	19	19	10
Master's Degrees and Above	16	13	7
Strayer University-Global Region	41	58	36
Associate's Degrees	6	5	5
Bachelor's Degrees	18	26	15
Master's Degrees and Above	17	27	16
Strayer University-Maryland	63	46	45
Associate's Degrees	9	5	4
Bachelor's Degrees	31	29	24
Master's Degrees and Above	23	12	17
Strayer University-Virginia	166	122	123
Associate's Degrees	19	9	6
Bachelor's Degrees	90	66	70
Master's Degrees and Above	57	47	47

Academic Institution	2013	2014	2015
University of Maryland-College Park	276	306	469
Associate's Degrees	0	0	0
Bachelor's Degrees	276	306	310
Master's Degrees and Above	0	0	159
University of Maryland-University College	453	383	383
Associate's Degrees	0	0	0
Bachelor's Degrees	308	258	276
Master's Degrees and Above	145	125	107
University of the District of Columbia	25	39	25
Associate's Degrees	4	6	7
Bachelor's Degrees	21	33	18
Master's Degrees and Above	0	0	0
University of the Potomac-VA Campus	0	1	0
Associate's Degrees	0	0	0
Bachelor's Degrees	0	1	0
Master's Degrees and Above	0	0	0
University of the Potomac-Washington DC Campus	8	17	5
Associate's Degrees	5	7	3
Bachelor's Degrees	3	10	2
Master's Degrees and Above	0	0	0
Washington Adventist University	2	8	- 4
Associate's Degrees	0	0	0
Bachelor's Degrees	2	8	- 4
Master's Degrees and Above	0	0	0